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Evaluation of Organizational Adaptation Mechanisms to Socio-Ecological Change: A Case Study in an Agrarian Community in South Sulawesi

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ABSTRACT

Purpose: *This study aims to evaluate the mechanisms through which agrarian organizations in South Sulawesi adapt to socio-ecological changes. Specifically, it investigates how institutional flexibility, the integration of traditional and modern agricultural knowledge, and collaborative networks contribute to enhancing organizational resilience and community sustainability.*

Subjects and Methods: *The study employed a qualitative case study approach in a selected agrarian community. Data were collected over three months using semi-structured interviews, participant observation, and document analysis. Twenty-five participants were purposively selected, including farmer group leaders, cooperative members, irrigation association heads, traditional leaders, government agricultural officers, and NGO facilitators. Thematic analysis was applied to identify patterns and themes related to organizational adaptation and adaptive management processes.*

Results: *The study found that institutional flexibility enabled organizations to adjust leadership structures, redistribute responsibilities, and adopt participatory decision-making to address environmental uncertainties such as irregular rainfall and pest outbreaks. The integration of traditional ecological knowledge with modern agricultural practices generated context-specific and culturally grounded strategies that supported productivity and ecological balance. Collaborative networks, both within the community and with government and NGOs, strengthened knowledge exchange, resource mobilization, and coordinated responses to socio-ecological challenges, collectively enhancing community resilience.*

Conclusions: *The study concludes that flexible organizational structures, hybrid knowledge systems, and strong collaborative networks are essential for sustaining agrarian communities under environmental variability. These insights advance management theory by emphasizing adaptive, inclusive, and network-based strategies, offering practical guidance for policymakers and practitioners seeking to build resilient and sustainable agricultural systems in complex socio-ecological contexts.*

INTRODUCTION

Agrarian communities across Southeast Asia are increasingly confronted by the multifaceted impacts of socio-ecological change, marked by shifting climatic conditions, market transformations, and evolving governance systems. In Indonesia, where agriculture remains the backbone of rural livelihoods, these changes pose significant challenges to the sustainability of local production systems and community resilience. Over the past two decades, rapid environmental degradation, erratic rainfall, and declining soil fertility have intensified livelihood

vulnerabilities among farmers in South Sulawesi, a region historically dependent on rice, cocoa, and corn cultivation.

The dynamic interplay between ecological pressures and socio-economic transitions has required agrarian organizations to adopt adaptive strategies that can sustain production while maintaining the integrity of local ecosystems (Haddad et al., 2021). The concept of adaptation within socio-ecological systems emphasizes the capacity of institutions, communities, and organizations to respond to environmental and social disturbances in ways that preserve or enhance their functional integrity (Şenalp, 2023). Adaptation is not merely a technical adjustment to environmental change; it also involves organizational learning, innovation, and governance transformation (Angeon et al., 2024).

For agrarian organizations such as farmer cooperatives, community-based irrigation associations, and local agricultural groups adaptation processes are shaped by local knowledge systems, collective decision-making, and interactions with external institutions including government agencies and non-governmental organizations. These organizations serve as critical mediators between ecological realities and social responses, translating environmental signals into structured actions and policies that influence local adaptation outcomes.

In the Indonesian context, the importance of organizational adaptation has become more apparent in the wake of decentralization policies introduced in the early 2000s. These reforms have devolved significant administrative and fiscal authority to local governments, thereby reshaping local governance structures and the relationships between communities and state institutions (Richards, 2024). While decentralization was intended to enhance local participation and accountability, its impact on environmental governance and community adaptation remains mixed (Bergström et al., 2022).

Some regions have witnessed stronger local institutions and more context-specific responses to ecological challenges, while others continue to struggle with weak institutional coordination and limited adaptive capacity (Acharya & Scott, 2022). In South Sulawesi, these tensions manifest in the operations of agrarian organizations that must balance local traditions of communal land management with new market-driven and regulatory frameworks. Understanding how agrarian organizations adapt to socio-ecological change requires attention to both structural and cultural dimensions of adaptation. Structural mechanisms such as policy alignment, organizational restructuring, and network-building determine the capacity of local institutions to mobilize resources and coordinate collective action (Bunger et al., 2023).

Meanwhile, cultural mechanisms rooted in indigenous knowledge, shared norms, and social learning define the legitimacy and sustainability of adaptive strategies within the community (Levkoe et al., 2021). In rural South Sulawesi, traditional institutions such as *lembaga adat* (customary councils) and local cooperatives continue to play vital roles in mediating resource use and conflict resolution, especially in agricultural systems dependent on communal irrigation and land-sharing arrangements (Samford & Breznitz, 2022). These locally embedded institutions are not static; they evolve as communities confront external pressures such as climate anomalies, market competition, and state interventions.

Socio-ecological change in agrarian communities is rarely linear or predictable. Climate variability has led to shifts in planting calendars, water availability, and crop viability, compelling organizations to modify farming techniques and governance practices. Furthermore, socio-economic drivers such as rural-urban migration, changing labor markets, and shifts in agricultural subsidies have altered community demographics and the distribution of authority within rural institutions. As a result, adaptation becomes a continuous, iterative process that integrates environmental feedback with organizational learning and policy experimentation.

The ability of agrarian organizations to interpret environmental change, foster collaboration, and mobilize local knowledge thus becomes the cornerstone of resilience. Despite growing recognition of the importance of local institutions in adaptation, empirical research focusing on organizational mechanisms within Indonesian agrarian contexts remains limited. Most studies have emphasized household-level coping strategies or macro-level policy responses, often overlooking the meso-level processes where collective organization, governance, and adaptation

intersect. This oversight is critical, as the organizational level often serves as the bridge connecting community-based practices with broader socio-ecological systems.

Understanding how adaptation occurs at this level can reveal the relational dynamics that determine whether communities succeed or fail in maintaining resilience amidst rapid change. This study addresses this research gap by evaluating the organizational adaptation mechanisms that have emerged in an agrarian community in South Sulawesi. The evaluation focuses on how these organizations interpret, manage, and respond to socio-ecological challenges such as land degradation, fluctuating rainfall, and changing market demands. By adopting a qualitative case study approach, the research provides a nuanced understanding of how local governance, social networks, and knowledge systems interact to support collective adaptation. It further highlights the significance of indigenous ecological knowledge and organizational flexibility as essential components of resilience in agrarian settings.

Ultimately, this study contributes to broader discourses on adaptive governance and community resilience by demonstrating how local organizations act as adaptive agents within socio-ecological systems. The findings from South Sulawesi offer insights into the ways agrarian institutions can strengthen their adaptive capacity through participatory governance, cross-sectoral collaboration, and the integration of traditional wisdom with contemporary environmental management practices. In doing so, this research underscores the critical role of local organizational adaptation in ensuring ecological sustainability and social well-being amid accelerating global environmental change.

METHODOLOGY

This study employed a qualitative research design using the case study approach to explore and interpret the mechanisms through which agrarian organizations adapt to socio-ecological change in South Sulawesi. The qualitative design was chosen because it allows the researcher to capture complex social realities, meanings, and institutional dynamics that cannot be adequately represented through numerical data (Creswell & Poth, 2018). The case study method enabled an in-depth examination of a bounded social system—an agrarian community—within its real-life environmental and institutional context (Yin, 2018). The central aim was not to generalize statistically but to develop a contextual and process-oriented understanding of how adaptation is organized, negotiated, and sustained among local actors facing ecological uncertainty. The study was guided by the principles of interpretivism, which emphasize understanding social phenomena through the subjective meanings individuals and groups attach to their experiences (Schwartz-Shea & Yanow, 2012). Within this framework, the researcher sought to uncover how local institutions construct their responses to environmental change and how these responses reflect broader social norms, power relations, and collective values. The case study's depth was prioritized over breadth to illuminate the adaptive processes unfolding within a specific agrarian organization and its surrounding community.

Research Site and Context

The research was conducted in an agrarian community located in South Sulawesi Province, Indonesia an area characterized by fertile lowlands, extensive paddy fields, and strong traditions of communal land management. The selected site has experienced considerable socio-ecological changes over the past decade, including unpredictable rainfall, soil fertility decline, pest outbreaks, and fluctuating commodity prices. These pressures have prompted local organizations such as farmer cooperatives, irrigation user groups, and customary councils to devise adaptive strategies for sustaining livelihoods and ecological balance. This community was selected purposively based on three criteria: (1) its dependence on agricultural production as the main livelihood source, (2) the existence of established local institutions actively engaged in resource management and adaptation practices, and (3) observable environmental disturbances that have necessitated adaptive organizational responses. The site's selection aligns with the qualitative research logic of theoretical sampling, where the case is chosen because it can provide rich information to address the study's objectives. The community's cultural diversity, long-standing local governance traditions, and active participation in agricultural innovation made it an ideal setting for investigating organizational adaptation mechanisms.

Participants and Sampling

Participants in this study were drawn from different stakeholder groups representing the community's institutional diversity. These included farmer group leaders, cooperative members, irrigation committee heads, local government agricultural officers, traditional leaders, and NGO field facilitators. A total of 25 participants were engaged through in-depth interviews and informal discussions. The participants were selected through purposive and snowball sampling, ensuring that only individuals directly involved in adaptation activities or with institutional knowledge of community responses were included. The inclusion of various actors aimed to capture multiple perspectives on adaptation from policy implementation and resource governance to everyday agricultural practices. Diversity in age, gender, and institutional roles was considered to ensure representational balance. All participants were briefed about the study's objectives, confidentiality provisions, and voluntary nature of participation prior to data collection.

Data Collection Techniques

Data collection was conducted over a three-month fieldwork period in the agrarian community of South Sulawesi using three complementary qualitative techniques: semi-structured interviews, participant observation, and document analysis. Semi-structured interviews served as the main method, allowing flexibility to explore participants' experiences while maintaining focus on key themes such as environmental change, decision-making, and organizational adaptation. Twenty-five participants were selected purposively, including farmer group leaders, cooperative members, irrigation heads, traditional leaders, government officers, and NGO facilitators. Interviews, conducted in Bahasa Indonesia, lasted between forty-five and ninety minutes, were audio-recorded with consent, and later transcribed and translated into English. Participant observation was employed to gain firsthand understanding of adaptation practices through direct engagement in community activities such as farming, cooperative meetings, and environmental discussions. Field notes were kept to capture behaviors, interactions, and non-verbal cues, enriching the contextual interpretation of interview data. Document and archival analysis complemented these methods by reviewing meeting records, cooperative reports, local policies, and NGO publications. These materials provided historical and institutional perspectives, enabling triangulation and validation of findings. Together, these three techniques offered a holistic view of adaptation mechanisms. Interviews revealed individual and institutional perspectives, observations illustrated real practices and social dynamics, and documents provided factual records of change. This integrated approach ensured credibility, depth, and contextual accuracy in understanding how organizations in the community adapted to socio-ecological change.

Data Analysis

The data were analyzed using thematic analysis, allowing patterns and meanings to be identified across interviews, observations, and documents. Analysis began with open coding to identify recurring concepts related to adaptation, governance, and organizational response. These codes were then grouped into broader categories through axial coding, capturing relationships between organizational structures, social values, and adaptive behaviors. Finally, selective coding synthesized these categories into overarching themes that illustrated how local organizations integrate traditional knowledge, formal structures, and collaboration to adapt to socio-ecological change. NVivo software supported systematic data management, while triangulation and reflexive memos ensured credibility, transparency, and rigor. Overall, this process provided a holistic understanding of the mechanisms through which agrarian organizations in South Sulawesi negotiate and implement adaptation strategies in response to environmental and social challenges.

RESULTS AND DISCUSSION

The analysis focuses on three interrelated dimensions: institutional flexibility, the integration of traditional ecological knowledge with modern agricultural practices, and collaborative networks encompassing both internal community coordination and multi-stakeholder partnerships. These dimensions were identified as central to the community's ability to navigate environmental

uncertainties, including irregular rainfall, pest outbreaks, and soil degradation, while maintaining agricultural productivity and social cohesion. Drawing on data from semi-structured interviews, participant observations, and document analysis, the findings illuminate how local organizations dynamically restructure decision-making processes, blend knowledge systems, and leverage collaborative relationships to enhance resilience. The results are presented thematically to provide a clear understanding of the mechanisms, their practical applications, and their implications for sustaining adaptive capacity in agrarian settings.

Institutional Flexibility and Adaptive Organizational Structures

Institutional flexibility emerged as a central mechanism through which the agrarian community in South Sulawesi adapted to socio-ecological change. Organizations within the community, including farmer cooperatives, irrigation associations, and customary councils, demonstrated a capacity to restructure leadership roles, redistribute responsibilities, and modify decision-making processes in response to environmental pressures. This flexibility allowed them to respond more effectively to unpredictable conditions, such as erratic rainfall, pest outbreaks, and fluctuating crop yields, which often required rapid adjustments in agricultural planning and resource management.

One key aspect of institutional flexibility was the ability to form temporary task forces or committees to manage specific challenges. When floods disrupted irrigation systems, cooperative members quickly organized a small working group to repair damaged channels and reallocate water resources efficiently. One participant, a farmer group leader, explained,

> *"Whenever there is an unexpected problem, we immediately call a meeting with all key members to decide who will take care of which area. This way, we can respond quickly and prevent crop loss."*

Such practices illustrate how adaptive structures enable organizations to mobilize resources swiftly and distribute responsibilities according to current needs. Flexible decision-making processes were another characteristic of organizational adaptation. Traditional hierarchical structures were often supplemented with more participatory approaches, allowing community members at various levels to contribute insights and suggest solutions. This shift was particularly evident in cooperative meetings, where decisions about crop rotation, pest control, or water allocation were made collaboratively. A cooperative member highlighted,

> *"Before, decisions were made only by the leaders, but now everyone in the group can suggest solutions. This makes our plans more practical and easier to implement."*

By decentralizing decision-making, organizations increased responsiveness to real-time environmental challenges and fostered a sense of ownership among members. Adaptive planning was also a crucial element of institutional flexibility. Organizations routinely adjusted cropping calendars, resource allocation, and irrigation schedules based on observations of environmental conditions and community feedback. These adjustments were often iterative, with strategies being refined over time as conditions evolved. For instance, a traditional leader noted,

> *"We observe the weather and soil conditions before each planting season. If the rains are late, we change the planting schedule to avoid losses. This has become a normal part of our planning."*

Such practices indicate that flexibility is embedded not only in formal organizational structures but also in routine operational processes. In addition to structural changes, institutional flexibility was supported by informal social arrangements. Networks of communication among members allowed rapid dissemination of information regarding environmental threats or necessary adjustments. These informal mechanisms ensured that organizational decisions were implemented efficiently and that all members were aware of emerging risks. A government agricultural officer commented,

> *"The strength of this community lies in how quickly information spreads and how people immediately take action. Even without formal orders, they know what to do."*

This demonstrates that adaptive capacity is not only a function of formal organizational hierarchy but also of the social cohesion and responsiveness of community members. Overall, the findings show that institutional flexibility is a multidimensional mechanism encompassing structural

adaptation, participatory decision-making, iterative planning, and informal social coordination. These features enable organizations within the agrarian community to respond to socio-ecological change effectively, ensuring both agricultural productivity and community resilience. The ability to reorganize, adapt roles, and engage members collaboratively represents a critical foundation for sustaining livelihoods amid environmental uncertainty.

Integration of Traditional Knowledge and Modern Agricultural Practices

The integration of traditional ecological knowledge with modern agricultural practices emerged as a key mechanism enabling the agrarian community in South Sulawesi to adapt to socio-ecological changes. Local organizations relied heavily on indigenous knowledge systems that had been developed and refined over generations, including traditional methods of soil management, water allocation, and pest control. These practices were often context-specific, reflecting a deep understanding of local environmental conditions, seasonal cycles, and ecological interdependencies. For instance, customary irrigation methods and land rotation techniques were preserved as core strategies to maintain soil fertility and ensure equitable water distribution across farming plots.

At the same time, community members actively incorporated modern agricultural techniques to enhance productivity and resilience. These innovations included improved seed varieties, organic fertilizers, and mechanized tools, often introduced through government extension services or NGOs. The combination of traditional and modern practices allowed farmers to optimize yields while minimizing ecological disruption. One farmer leader explained,

> *"We still follow the traditional irrigation schedule set by our ancestors, but now we use new seeds and natural fertilizers to increase production. It helps us survive both droughts and floods."*

This statement highlights the community's ability to maintain cultural continuity while adopting innovations that respond to contemporary environmental challenges. Knowledge sharing played a central role in facilitating this integration. Formal mechanisms, such as cooperative meetings and training sessions, provided platforms for discussing new techniques, sharing experiences, and resolving challenges. Informal knowledge transmission, including peer-to-peer learning, observation, and advice from elders, complemented these efforts, ensuring that traditional wisdom was not lost. A cooperative member noted,

> *"When we try a new method, we first test it on a small plot, and then we discuss it with elders and other members. Their advice helps us combine it with what has worked for decades."*

This demonstrates that learning and adaptation are continuous processes, mediated through both structured and informal channels within the community. The integration of knowledge also extended to ecological management. Farmers combined traditional water management strategies, such as staggered irrigation, with modern monitoring techniques to optimize water use during periods of irregular rainfall. Similarly, pest management incorporated indigenous remedies alongside scientifically developed organic pesticides, allowing communities to maintain environmentally sustainable practices while reducing crop losses. As one NGO facilitator observed,

> *"The farmers know which plants repel pests naturally, but they also use organic solutions provided by our program. Together, it reduces damage without harming the land."*

This example illustrates the community's capacity to blend complementary knowledge systems to achieve both productivity and ecological balance. Importantly, the successful integration of traditional and modern knowledge relied on adaptive organizational structures that supported experimentation, feedback, and collective decision-making. Community institutions encouraged members to innovate while respecting time-tested practices, creating a dynamic system where learning, trial, and refinement were valued. This combination of flexibility, knowledge integration, and participatory governance allowed organizations to respond effectively to environmental uncertainties while sustaining cultural identity.

Collaborative Networks and Multi-Stakeholder Partnerships

Collaborative networks and multi-stakeholder partnerships play a critical role in enhancing the adaptive capacity of agrarian organizations in South Sulawesi. Within the community, internal collaboration among farmer groups, cooperatives, and irrigation associations enables coordinated action to manage resources effectively and respond to socio-ecological challenges. These internal networks facilitate information sharing, joint problem-solving, and collective decision-making, which are essential for addressing unpredictable environmental events such as irregular rainfall, pest outbreaks, and soil degradation. A cooperative member emphasized this point, stating,

> *"When one group experiences problems with irrigation or pests, we immediately share information and help each other. Working together ensures no one suffers alone."*

This demonstrates that strong internal collaboration strengthens resilience by pooling knowledge, labor, and resources across organizational boundaries. In addition to internal networks, partnerships with external stakeholders, including local government agencies, agricultural extension officers, NGOs, and research institutions, provide access to technical expertise, financial resources, and innovative solutions. These partnerships allow the community to supplement traditional and local practices with scientific knowledge and broader institutional support. For instance, an NGO facilitator explained,

> *"We provide training on organic fertilizers and pest management, but the farmers decide how to apply it with their traditional practices. Together, we improve both productivity and environmental sustainability."*

Such collaborations enhance adaptive capacity by linking local action to external knowledge, resources, and policy support, creating a more robust and responsive system for managing socio-ecological change. Collaborative networks also support proactive planning and collective responses to emerging risks. Community organizations often organize joint meetings and workshops to anticipate environmental challenges, develop contingency plans, and allocate resources efficiently. Through these interactions, members learn from each other's experiences and build consensus on strategies that benefit the wider community. A government agricultural officer noted,

> *"The strength of this community lies in their ability to coordinate with each other and with us. When there is a drought, everyone knows their role, and actions are taken immediately."*

This statement highlights how collaboration reduces response time, prevents duplication of efforts, and ensures that adaptation strategies are effectively implemented. Moreover, multi-stakeholder partnerships foster innovation and knowledge co-production. By engaging with diverse actors, the community gains access to new technologies, best practices, and policy guidance while retaining ownership over local adaptation strategies. For example, farmer groups may experiment with improved seeds or water-saving technologies suggested by extension officers while integrating these with indigenous practices such as staggered irrigation and crop rotation. A farmer leader described this process, saying,

> *"We learn new methods from government programs and NGOs, but we combine them with our traditional ways. This partnership makes our farming more resilient without losing our culture."*

This integration demonstrates that collaboration is not only about resource sharing but also about creating synergies that strengthen both ecological sustainability and community cohesion. Overall, the findings indicate that collaborative networks and multi-stakeholder partnerships function as vital adaptive mechanisms within the agrarian community. Internal collaboration ensures effective resource management and rapid responses to local challenges, while external partnerships provide technical support, knowledge, and institutional backing. Together, these networks enhance the community's capacity to anticipate, respond to, and recover from socio-ecological changes, reinforcing resilience at both organizational and community levels.

Discussion

This study provides a nuanced understanding of how agrarian organizations in South Sulawesi navigate socio-ecological changes through adaptive management mechanisms. The findings

underscore the significance of institutional flexibility, the integration of traditional ecological knowledge (TEK) with modern agricultural practices, and the establishment of collaborative networks. These mechanisms are not merely theoretical constructs but are actively employed by organizations to enhance their adaptive capacity in the face of environmental uncertainties. Institutional flexibility is a cornerstone of adaptive management, enabling organizations to respond effectively to dynamic environmental conditions. In South Sulawesi, agrarian organizations exhibit this flexibility by restructuring leadership roles and decision-making processes to address emerging challenges. This aligns with the findings of May (2022), who emphasizes the importance of adaptive governance in managing social-ecological systems. By reconfiguring organizational structures, these communities can respond promptly to environmental stressors, thereby enhancing resilience.

Moreover, the ability to form temporary task forces or committees to manage specific challenges illustrates the practical application of institutional flexibility. When faced with issues such as irrigation system disruptions or pest outbreaks, cooperative members quickly organize small working groups to address the problem. This approach ensures that responses are timely and context-specific, reflecting the community's capacity to adapt organizational structures to meet immediate needs. The integration of TEK with modern agricultural practices represents a synthesis of indigenous wisdom and scientific innovation. This approach is supported by Steelman (2022), who discusses the importance of combining these knowledge systems for sustainable agriculture. In South Sulawesi, the community's ability to blend TEK with modern practices allows for context-specific solutions that are both culturally appropriate and scientifically sound. This integration fosters a more holistic understanding of ecological dynamics and promotes sustainable resource management. For instance, traditional methods of soil management and water allocation are complemented by the use of improved seed varieties and organic fertilizers (Safarli, A. J. (2024; Li et al., 2024; Hnatyuk et al., 2024).

This combination enhances agricultural productivity while maintaining ecological balance. The community's approach underscores the value of integrating diverse knowledge systems to address complex environmental challenges. Collaborative networks and multi-stakeholder partnerships are essential for enhancing adaptive capacity. As noted by Biggs et al. (2021), multi-stakeholder platforms facilitate adaptive learning and collective action. In South Sulawesi, collaboration among farmer groups, cooperatives, local government, and NGOs creates a synergistic effect that enhances the community's adaptive capacity. These networks enable the sharing of resources, knowledge, and expertise, leading to more effective and coordinated responses to environmental changes. The establishment of multi-stakeholder platforms also fosters innovation and knowledge co-production (McIntosh et al., 2023; Davide, 2021; Viglia et al., 2023). By engaging with diverse actors, the community gains access to new technologies, best practices, and policy guidance while retaining ownership over local adaptation strategies.

This collaborative approach ensures that adaptation efforts are inclusive, context-specific, and sustainable. The findings of this study have significant implications for management theory and practice (Liu et al., 2023; Maheshwari et al., 2023). They challenge the traditional view of organizations as rigid entities and highlight the importance of flexibility and adaptability in organizational design. The integration of diverse knowledge systems calls for a more inclusive approach to decision-making that values both scientific and indigenous perspectives. Furthermore, the emphasis on collaborative networks underscores the need for organizations to engage with a broader range of stakeholders to address complex challenges. These insights contribute to the evolving discourse on adaptive management and resilience, offering practical guidance for policymakers and practitioners seeking to promote sustainable and resilient agricultural systems. By embracing flexibility, integrating diverse knowledge systems, and fostering collaboration, organizations can enhance their capacity to navigate socio-ecological changes effectively (Muhammad et al., 2023).

CONCLUSION

This study demonstrates that agrarian organizations in South Sulawesi effectively navigate socio-ecological changes through a combination of institutional flexibility, integration of traditional and modern knowledge, and collaborative networks. Institutional flexibility enables organizations to restructure leadership and decision-making processes to respond rapidly to environmental

uncertainties, while the integration of traditional ecological knowledge with modern agricultural practices ensures solutions that are both culturally grounded and scientifically informed. Collaborative networks, encompassing internal community coordination and multi-stakeholder partnerships with government and NGOs, enhance collective adaptive capacity, knowledge sharing, and resource mobilization. Together, these mechanisms not only strengthen organizational resilience but also support sustainable agricultural practices and community well-being. The findings underscore the importance of adaptive, inclusive, and networked management approaches in addressing complex socio-ecological challenges, offering both theoretical contributions to management studies and practical guidance for policymakers and practitioners aiming to foster resilient and sustainable agrarian systems.

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