

Collaborative Governance in the Implementation of the 2024 Ministry of Youth and Sports Youth Service Program (Study in Lebak Regency, Banten Province)

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Article Info	ABSTRACT
Keywords: Collaborative Governance, Youth, Local Government, Collaboration, BAPEN, Lebak Regency, Ministry of Youth and Sports.	This study aims to analyze the implementation of Collaborative Governance in the implementation of the 2024 Bakti Pemuda Nusantara Program (BAPEN) organized by the Ministry of Youth and Sports (Kemenpora) in Lebak Regency, Banten Province. This program is a national initiative involving cross-sector actors, including the central government, local governments, youth organizations, and local communities, in encouraging youth empowerment and development of the 3T (underdeveloped, outermost, and frontier) regions. This study uses a qualitative approach with a case study method, and examines the four main dimensions of Collaborative Governance, namely Starting Condition, Institutional Design, Facilitative Leadership, and Collaborative Process. The results of the study indicate that the implementation of the program has reflected quite effective collaborative practices. The local government showed high structural readiness and flexibility in responding to the program, while local youth organizations appeared enthusiastic and played an active role in assisting participants. Institutionally, the program is supported by formal regulations from the center and regions, as well as strong operational coordination through the establishment of a Joint Secretariat at the activity location. Facilitative and solution-oriented leadership also contributed to smooth implementation, especially in the face of time and resource constraints. However, there were weaknesses in aspects of hasty initial planning, the absence of a permanent collaborative forum, and a weak support system for program alumni in their home regions. The conclusion of this study emphasizes that the Collaborative Governance approach has great potential to strengthen the effectiveness of youth programs in the regions, but requires improvements in terms of initial planning, sustainable institutions, and cross-sector policy integration so that program results can be more optimal and sustainable.
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INTRODUCTION

Youth plays an important role as the next generation that contributes to national development. According to Law Number 40 of 2009 concerning Youth (hereinafter referred to as Law 40/2009), youth are defined as Indonesian citizens aged 16 to 30 years. Law

40/2009 regulates various aspects related to youth, including their rights and obligations. Youth have the right to receive education, training, and opportunities to develop themselves. On the other hand, they also have an obligation to play a role in development and uphold the values of Pancasila and national unity.

In terms of quality of life, young people are increasingly distributed into better economic groups, with 21.38 percent in the top 20 percent of households with the highest expenditure. The majority of young people live in their own homes (84.59 percent) and 62.31 percent in habitable homes. Travel activities of young people increased in 2023, with 44.39 percent traveling, mainly to visit family or on vacation. Crime remains a minor challenge, with 0.53 percent of young people becoming victims of crime, the majority of cases being theft. In terms of reproductive health, 18.87 percent of young people first married at the age of 16-18, and 2.32 percent even married under the age of 16. As many as 44.33 percent of young women have given birth before the age of 21, with the Low Birth Weight (LBW) rate reaching 12.37 percent. Contraceptive use among young women who have ever been married reached 53.61 percent, with injections being the most common method. Overall, youth have great potential in national development, but still face various challenges in education, employment, and health.

Based on the data above, overall the data is some descriptions of the condition of youth development in Indonesia, which overall in the calculation figures for youth development is seen to be increasing and quite good, with the Youth Development Index (IPP) value in 2024 of 57.67 which increased from the previous year which was 55.33. However, although it is seen in the figures that the increase in development has increased, in terms of the increase, it is still quite weak, so that in terms of youth development, various special efforts are still needed that must be made by the government.

Participants in the Bakti Pemuda Nusantara (BAPEN) program are young people who have completed the National Defense Program and come from 22 provinces in Indonesia, with a total of 100 people sent through their respective local governments. Based on activity reports, after the program was implemented, only five of the 22 provinces implemented the program's socialization in their regions, namely South Sumatra, West Java, West Nusa Tenggara (NTB), South Sulawesi, and Jambi. Meanwhile, most participants in their home regions have not made similar efforts, although individually many of them have become influential youth figures in their environments.

The 2024 Bakti Pemuda Nusantara (BAPEN) Program, as stated in the report, lies in the lack of coordination and synergy between stakeholders at the central and regional levels. Although this program aims to empower youth through cross-sector collaboration, stakeholder involvement, especially local governments, is still not optimal. Non-inclusive planning has led to a lack of technical understanding at the regional level regarding program implementation. In addition, the limited coordination meeting which was only held once before implementation resulted in inadequate preparation, resulting in various operational obstacles in the field.

This study focuses on the implementation of Collaborative Governance in the BAPEN 2024 program. This study is important because it not only examines the effectiveness of the

program but also identifies obstacles and opportunities in building more inclusive and sustainable collaborative governance. Furthermore, the implementation of Collaborative Governance, as explained by Ansell and Gash (2007), is a relevant approach in overcoming the challenges of implementing the BAPEN program. This theory emphasizes the importance of inclusive collaboration between the government, private sector, and community to achieve common goals, which is in line with the implementation process of the BAPEN activity program which is also Pentahelix by involving various sectors between government, private sector, community, media, and academics. Barriers such as differences in interests, capacity, and ineffective communication need to be overcome through more intensive collaborative management. The BAPEN program is not only relevant as an effort to empower youth but also as an important case study in exploring the collaborative governance model of government in Indonesia. This study is important for identifying best practices in cross-sector collaboration, providing policy recommendations, and supporting more inclusive and sustainable youth development.

The uniqueness of this study lies in the in-depth exploration of the implementation of Collaborative Governance in the context of national youth programs, especially at the regional level. Although various studies have discussed collaborative governance in public policy, research on its application in youth programs such as BAPEN is still limited. This study offers a new perspective by analyzing the obstacles and opportunities for collaboration between government, private actors, and youth organizations in program implementation. By highlighting the case in Lebak Regency as the research locus, this study is expected to provide concrete recommendations for the government and related stakeholders in increasing the effectiveness of collaborative-based youth policies.

This study is intended to deeply understand the application of Collaborative Governance in the implementation of the 2024 Kemenpora Nusantara Youth Service Program. The main focus of this study is to examine how collaboration between the government, youth organizations, and the private sector takes place in the context of this program, as well as to explore the factors that support and hinder the effectiveness of this collaboration based on Starting Conditions, Institutional Design, Facilitative Leadership, and Collaborative Process.

METHOD

This study uses a qualitative approach with a descriptive method to understand the implementation of Collaborative Governance in the 2024 Kemenpora Nusantara Youth Service Program. The qualitative approach was chosen because it aims to explore in depth how collaboration between the government, youth, and various other stakeholders works in the context of this program.

The data sources needed in this study are divided into two, namely primary data sources and secondary data sources. In this context, this study uses the Purposive Sampling approach for Government and Snowball Sampling for Youth Figures, selecting research subjects. Researchers obtain research informants through purposive sampling and Snowball Sampling. According to (Silalahi, 2010) the selection of purposive samples and Snowball

Sampling aims, sometimes referred to as judgment sampling, is the selection of subjects who are in the best position to provide the information needed.

To obtain complete facts in the research on the supervision of residential cemetery land, the researcher uses several data collection techniques, namely Literature Study, Field Study, Observation, and Interview. The data analysis process begins with filtering data from various sources such as interviews, observations, and documents. In this study, the data analysis techniques used involve Data Collection, Data Reduction, Data Presentation, and 4 Conclusion Drawing/Verification.

In the context of qualitative research such as this study, the method used in analyzing data is the model initiated by Miles, Huberman, and Saldana. According to Miles et al. (2014:13), there are several core components that must be considered in the qualitative data analysis process, including data condensation, data presentation, and drawing conclusions.

RESULTS AND DISCUSSION

Research result

Actor Readiness Dimension (Starting Condition)

The Starting Condition dimension is a fundamental initial aspect in the successful implementation of the Collaborative Governance model, because this dimension reflects the readiness and background of the relationship between actors before the collaboration begins. In the context of implementing the 2024 Indonesian Youth Service Program (BAPEN) in Lebak Regency, this dimension is important to determine whether stakeholders are ready, have historical collaborative experience, and have shared needs in addressing youth and regional development issues. These three indicators are the basis for measuring how mature the foundation of collaboration is since it was first formed. To further explore this dimension, researchers used these three indicators as a basis for extracting data from in-depth interviews and other supporting data.

a. Readiness Indicators of actors involved in collaboration

In the framework of Collaborative Governance, the readiness of the actors involved is an important foundation for creating synergy between parties in implementing a program. The 2024 Bakti Pemuda Nusantara Program initiated by the Ministry of Youth and Sports (Kemenpora) is a program that requires cross-actor involvement from the central government, local governments, youth organizations, and local communities.

Overall, the results of this analysis indicate that Actor Readiness in implementing the 2024 BAPEN Program is greatly influenced by the position, role, and context of each actor. The central government experiences limitations in terms of technical time, while local governments are able to respond flexibly and adaptively. On the other hand, local youth organizations demonstrate high participatory readiness, with a collective spirit as the main strength. These findings reinforce the importance of mature collaborative planning and cross-actor dialogue from the start, so that program implementation can be more integrated and sustainable in the future.

b. Historical Relationship Indicators Between Actors

In the context of implementing the 2024 Indonesian Youth Service Program (BAPEN) organized by the Ministry of Youth and Sports (Kemenpora), the involvement of various actors such as the central government, regional governments, youth organizations, and local communities requires a historical connection that supports the formation of mutual trust and commitment.

Overall, this analysis shows that the historical relationship between actors in the implementation of the BAPEN 2024 Program has formed a strong enough foundation in creating effective cooperation, especially between the Ministry of Youth and Sports and local governments. Meanwhile, non-governmental actors such as local youth organizations are in the process of building their collaborative history with formal actors, which if managed well can expand the collaboration network and improve the sustainability of youth programs in the future.

c. Common Needs Indicators Between Actors

Based on the research results that show similarities in development needs, especially related to youth by young people who are members of the local youth organization PMS. In conclusion, the shared needs between actors in the implementation of the 2024 BAPEN Program are realized through a common vision between the central government, local governments, and youth organizations in encouraging regional development through youth empowerment. This similarity is not only seen from the national and regional policy frameworks, but also from the concrete hopes of local youth who want direct involvement in development. Statements from youth organizations show that BAPEN activities are seen as an answer to the real needs of young people to be part of the development solution in their area. Thus, the existence of a meeting point for needs between actors is an important foundation that strengthens collaboration within the Collaborative Governance framework in program implementation.

d. Conclusion Dimension Starting Condition

Based on the analysis of the three indicators in the dimension of actor readiness (starting condition), it can be concluded that the implementation of the 2024 Indonesian Youth Service Program (BAPEN) in Lebak Regency shows quite strong collaborative readiness even though it is faced with the challenge of limited preparation time.

In terms of actor readiness, it is apparent that the central government (Kemenpora) has strength in the conceptual aspect but is weak in initial technical planning. On the contrary, local governments, both provincial and district, have shown high readiness with an adaptive approach to local conditions and full support across OPDs. Local youth organizations have also shown enthusiasm and strong operational readiness, even though their involvement is new.

In terms of historical relationships, the relationship between the Ministry of Youth and Sports and local governments is closely linked through ongoing participation in previous programs and achievements, which form the foundation of trust and facilitate coordination. Meanwhile, local youth organizations have only just begun their direct involvement with the Ministry of Youth and Sports, but show great potential to build long-term relationships.

Finally, the shared need between actors to encourage youth progress and regional development, especially in 3T areas such as Lebak Regency, is the main bond that encourages all parties to unite in collaboration. A shared vision of the importance of youth empowerment and equitable development is a moral and strategic foundation for the sustainability of the program. Overall, the dimensions of actor readiness in the 2024 BAPEN Program show a positive initial foundation and are worthy of being developed for a more mature and sustainable Collaborative Governance model in the future.

Dimensions of Institutional Design

The Institutional Design Dimension is a crucial aspect in the successful implementation of the Collaborative Governance model, because it provides a legal framework, formal structure, and coordination mechanism that is the foundation for cross-actor collaboration. In the context of implementing the 2024 Indonesian Youth Service Program (BAPEN) in Lebak Regency, this dimension includes three main indicators, namely: The existence of a clear formal structure and collaboration rules, Joint decision-making mechanisms between the actors involved, and Coordination systems between the government, youth organizations, and the community in program implementation. The three indicators are described as follows:

a. Formal Structure Indicators and Collaboration Rules

Based on the researcher's analysis obtained through interviews with various stakeholders and existing legal documents, it can be concluded that the implementation of the 2024 Indonesian Youth Service Program (BAPEN) in Lebak Regency has been supported by a strong formal structure and collaboration rules. Normatively, this program has a clear legal basis as emphasized by the Ministry of Youth and Sports through the Regulation of the Deputy for Youth Empowerment Number 5.2.27 of 2024 concerning Guidelines for the Implementation of BAPEN 2024, and the Decree of the Deputy Number 5.16.2 of 2024 concerning the appointment of the implementing committee. These documents prove that the central government has provided a regulatory framework that serves as a formal reference in implementing the program systematically. This is reinforced by a statement from the Banten Province Youth and Sports Service (Dispora), which states that the regulation is an official reference for regions in implementing the program in an integrated manner. At the district level, the formal structure is also strengthened by the issuance of a Decree (SK) from the Regional Secretary of Lebak Regency which establishes the committee and clearly divides tasks to each Regional Apparatus Organization (OPD), so that cross-sector coordination can run effectively. Not only from the government side, the involvement of youth organizations is also legally facilitated through a committee decree issued directly by the Ministry of Youth and Sports, which shows the recognition and legitimacy of the role of civil society in implementing the program.

Thus, it can be concluded that the formal structure and collaboration rules in the implementation of the BAPEN Program in Lebak Regency have been built comprehensively, both from the center to the regions, and reflect the principles of orderly, participatory, and directed collaborative governance.

b. Indicators of Joint Decision Making Mechanisms Between Actors

The joint decision-making mechanism in the implementation of the 2024 Indonesian Youth Service Program (BAPEN) in Lebak Regency shows a fairly strong collaboration pattern between the central government, local governments, and non-governmental parties. Based on the results of interviews with the Ministry of Youth and Sports, the decision-making mechanism is divided into two main stages, namely the pre-implementation stage and the implementation stage. In the pre-implementation stage, strategic decisions such as determining the location and formulating the basic concept of the program are determined by the Ministry of Youth and Sports through the Assistant Deputy for Youth Insight work unit, with direction from the Deputy for Youth Empowerment. This confirms the dominant role of the Ministry of Youth and Sports as a policy initiator. However, in the implementation stage in the field, the decision-making process is carried out more collectively by involving all teams involved, including the youth and sports services from the regions and youth organizations, while still being commanded by the central team to maintain uniformity in implementation.

Furthermore, the sub-district government that is the location of the activity, namely Sobang Sub-district, also shows a pattern of close coordination with the Ministry of Youth and Sports through the existence of a joint secretariat. This is evidence of a two-way communication mechanism between the center and the regions, both in formal forums such as meetings, and in incidental decision-making in the field. Based on the overall analysis, it can be concluded that the decision-making mechanism in the BAPEN Program is implemented with a structured collaborative approach, although there is still a hierarchy in the initial policy-making process. However, the active involvement of local actors in the implementation shows progress towards more participatory and responsive governance to the regional context.

c. Indicators of Coordination System Between Actors

Based on the research results, the coordination mechanism has been carried out intensively, both through formal forums (online and offline meetings) and tactical forums in the field. The central government through the Ministry of Youth and Sports has shown direct involvement by forming and placing a team that is on standby 24 hours at the joint secretariat in Sobang District, as the center for program operational coordination. The existence of this secretariat is a concrete symbol of collaborative commitment and facilitates real-time two-way communication between all actors.

On the other hand, local governments, both at the provincial and district levels, also showed active support in the form of participation in coordination meetings and willingness to return to host in the future. In fact, youth organizations and sub-district governments also stated that coordination went very well without significant obstacles, indicating a synergistic and harmonious working relationship. This fact strengthens the finding that a structured, responsive, and inclusive coordination system is an important indicator in effective Collaborative Governance practices. This shows that the implementation of the BAPEN Program does not only rely on formal structures, but also develops flexible and

adaptive communication and cooperation patterns in the field, which ultimately strengthens collaborative governance between the various actors involved.

d. Conclusion Dimensions of Institutional Design

Based on the research results, the Institutional Design dimension in the implementation of the 2024 Nusantara Youth Service Program (BAPEN) in Lebak Regency shows a strong and comprehensive implementation in supporting the principles of Collaborative Governance. This dimension is supported by three main indicators, namely Formal Structure and Collaborative Rules, Joint Decision-Making Mechanisms, and Inter-Actor Coordination Systems, each of which has shown significant achievements.

First, in terms of Formal Structure and Collaboration Rules, the implementation of the program has a clear legal framework, as stated in the Regulation of the Deputy for Youth Empowerment Number 5.2.27 of 2024 and the Decree of the Deputy Number 5.16.2 of 2024, which are the basis for the implementation of the program nationally. At the regional level, legality is strengthened through a Decree from the Regional Secretary of Lebak Regency which regulates the committee structure and division of tasks between OPDs. In addition, youth organizations are also legally involved through a committee decree from the Ministry of Youth and Sports. This shows formal recognition and clarity of roles that encourage synergy between the central government, regions, and civil society.

Second, in terms of the Joint Decision-Making Mechanism, the collaboration process takes place in two stages, the pre-implementation stage which is top-down and focuses on strategic decision-making by the Ministry of Youth and Sports, and the implementation stage which is participatory through operational coordination between the Ministry of Youth and Sports, regional agencies, and youth organizations. Formal and informal coordination meetings indicate the existence of deliberative space between actors, although the hierarchy remains strong in the early planning stages. However, the active involvement of regional actors in program implementation indicates inclusivity and progress towards participatory governance.

Third, in the Inter-Actor Coordination System, program implementation shows an effective and sustainable coordination pattern. There are online and offline coordination meetings, the establishment of a Joint Secretariat at the activity location (Sobang District), and intensive communication that is carried out formally and incidentally. Cross-sector coordination runs with full support from the local government and a positive response from youth organizations, which indicates success in unifying visions, synchronizing agendas, and dividing roles synergistically.

Thus, it can be concluded that the dimensions of Institutional Design in the implementation of the BAPEN Program in Lebak Regency have been built systematically, legally-formally, and participatively, and reflect effective and structured collaboration practices between actors. This is an important foundation in realizing responsive, adaptive, and sustainable collaborative governance in the context of development.

Dimensions of Facilitative Leadership

Dimension (Facilitative Leadership) is one of the important elements in the collaborative governance framework, especially in the implementation of cross-sector

programs such as the BAPEN program. Collaborative leadership does not only focus on the command function or unilateral decision-making, but rather on the role as a facilitator who is able to bridge various interests, encourage cooperation between parties, and create a participatory climate. In this study, collaborative leadership is analyzed through three main indicators, namely the role of a facilitative leader, solution-oriented, and encouraging participation which are described as follows:

a. Indicators of the Role of a Facilitative Leader

Based on the data obtained from a series of interviews, it can be concluded that the indicator of the Role of Facilitative Leaders in the implementation of the 2024 BAPEN Program is reflected quite strongly. At the central level, the Deputy for Youth Empowerment plays a major role in strategic decision-making at the initial planning stage, including determining the location and type of activities. However, the technical implementation process in the field is flexibly handed over to the Head of the Implementation Team, who is assigned directly by the Assistant Deputy. This shows a division of roles that allows for decentralization of decision-making, where field leaders are given the freedom to respond to local dynamics quickly and efficiently.

Furthermore, leaders at the implementation level such as the Head of the Kemenpora Team also received recognition from sub-district officials, as conveyed by the Head of Sobang District. The physical presence and direct involvement of central leaders at the activity location are a strong symbol of facilitative leadership that not only provides direction, but is also present in real terms in supporting implementers in the field. Thus, the leadership pattern displayed in the implementation of the 2024 BAPEN Program consistently shows facilitative characteristics: open to input, responsive to challenges, able to build two-way communication, and encourage active participation from all parties involved.

b. Indicators of the Role of a Solution-Oriented Leader

Based on the results of the interview with Ikbal Sukmajaya from the youth organization Pergerakan Mahasiswa Sobang, it is clear that the role of leaders in the field, especially the Head of the BAPEN 2024 Program Team, has a significant contribution in facing various operational challenges. This information confirms that leaders are not only present as strategic decision makers at the top level, but also play an active role in providing technical and tactical direction directly in the field. Intensive coordination carried out by the Team Leader, especially with areas experiencing communication constraints, shows a fast and adaptive response to local conditions. In addition, the involvement of security forces such as the Police and TNI who have been previously directed to accompany participants is evidence of comprehensive planning and a solution-oriented approach. This kind of leadership shows the character of a leader who is not only visionary, but also operationally able to anticipate obstacles, build support networks, and empower local resources to ensure the smooth running and success of the program.

Thus, it can be concluded that the indicators of the role of a solution-oriented leader in collaborative governance of the BAPEN 2024 Program are not only reflected in the ability to respond to problems quickly and appropriately, but also in the skills of building collaborative

networks, empowering local resources, and maintaining flexibility and adaptability to field dynamics. Such leadership is the main catalyst in bridging interests between actors and ensuring that the program runs in accordance with collaborative goals and values.

c. Leaders Who Encourage Participation

Based on the research results, the implementation of the 2024 BAPEN Program in Lebak Regency has shown a strong role in encouraging participation. Through an open approach, direct presence in the field, community empowerment, and the creation of equal collaboration spaces, leaders have succeeded in creating an inclusive work ecosystem. In the context of Collaborative Governance, this role is very crucial because it is able to integrate various local interests and potentials in the policy implementation process together. Therefore, a leadership style that encourages participation not only strengthens the technical success of the program, but also expands its social impact by building collaborative networks that are resistant to challenges.

d. Conclusion of Facilitative Leadership Dimensions

In the implementation of the 2024 Indonesian Youth Service Program (BAPEN) in Lebak Regency, the Facilitative Leadership dimension has proven to be very strong, reflected in the role of leaders who are facilitative, provide solutions, and encourage participation. At the central level, the Deputy for Youth Empowerment makes strategic decisions at the planning stage, while technical implementation is flexibly handed over to the Head of the Implementation Team, indicating decentralization of decision making.

In facing challenges such as time, budget, and infrastructure constraints, leaders demonstrated a prominent solution-oriented role. The cooperative attitude of the Kemenpora team was also evident from the active partnership with local governments, not just instructive. Communication constraints were overcome with creative solutions such as recording welcoming videos and assigning local youth as companions, demonstrating the leaders' ability to design contextual solutions and empower local potential.

Collaborative Process Dimensions

To find out this, the researcher has conducted an in-depth approach in interviews with key actors, the results of these interviews will provide findings on how each indicator:

a. Indicators of the Level of Involvement of Actors in the Collaboration Process

Overall, the indicators of the level of involvement of actors in the BAPEN 2024 Program are very strong. This collaboration covers various levels and sectors, from the central government to grassroots communities, including traditional institutions and youth organizations. Openness in decision-making and coordination, as well as adaptive efforts in overcoming communication barriers, demonstrate a high commitment to an inclusive and effective collaborative process. This participation is not only functional, but also has a positive impact that is felt by the community, both economically and socially.

b. Transparency Indicators in the Implementation Process

Analysis of the results of interviews with non-governmental parties, including youth organizations, traditional leaders, and the general public, further strengthens the transparency indicators in the implementation process of the 2024 BAPEN Program. One member of the Sobang Student Movement emphasized that "in all matters it has been very

transparent and open." Abah Aden, a traditional/cultural figure, also stated that "everything is open, even before the implementation of our activities, the traditional elders were also visited one by one to ask for permission and instructions," and added that "there seemed to be no obstacles." In line with that, Abah Amir, a fellow traditional figure, argued that "it seems that nothing is being covered up and everything is open together."

Overall, the consistency of statements from various non-government informants shows that the principle of transparency is well implemented in the BAPEN 2024 Program. Openness in decision-making, communication, and efforts to involve local communities, including traditional leaders and youth, have built strong trust and support for the program.

Based on the research results that transparency indicators in the implementation process of the 2024 BAPEN Program in Lebak Regency have proven to be very strong and have been implemented comprehensively by various levels of actors. Overall, interview data shows that transparency indicators in the implementation process of the 2024 BAPEN Program have been met very well. Openness in decision-making, two-way communication, and active involvement efforts from various actors, including government, non-government, and the community, have built a high level of trust and accountability. This creates an effective collaborative environment and supports the success of the program.

c. Indicators of Mutual Agreement in Decision Making

Based on the research results that Indicators of Mutual Agreement in Decision Making in this case the realm of government actors shows that the 2024 BAPEN Program in Lebak Regency has implemented this principle very well. The Assistant Deputy for Youth Insight stated that there were no crucial obstacles in decision-making, because from the beginning of determining the location to post-implementation, all important decisions were made together with the central committee, regions, and other parties involved. This shows that there is consensus and legitimacy in every stage of the program.

Based on the research results that The Banten Provincial Youth and Sports Office stated that there were no significant obstacles and crucial decisions were always taken through joint meetings. In this regard, it further emphasized that all matters in the implementation of the program were taken based on mutual agreement in the coordination forum, both offline and online, and involved all parties until after the activity for administrative matters. The consistency of statements from various levels of government shows that the culture of deliberation and seeking mutual agreement is a strong foundation in every decision-making process, ensuring support and sustainability of the program.

d. Conclusion of Collaborative Process Dimensions

Conclusion Overall, the Collaboration Process Dimension in the BAPEN 2024 Program has shown remarkable success. The program has succeeded in building an inclusive, transparent, and consensus-based collaborative ecosystem. Active participation from the central government to local communities, supported by an open and deliberative decision-making process, has not only overcome operational constraints (such as difficult networks and geography) but has also created real positive impacts for the community, both socially and economically.

BAPEN 2024 Program Implementation Output

Overall, these interviews consistently show that the BAPEN 2024 Program provides broad and diverse benefits to beneficiary communities. The impacts felt include improving the local economy, promoting culture and tourism, increasing insight and connections for young people, and encouraging modernization and education. This proves the success of the program in generating significant added value for the communities involved.

The BAPEN 2024 program has provided extensive multidimensional benefits to various stakeholders, beyond its initial objectives. For youth participants, this program serves as a vehicle for self-development, insight development, and the formation of a wide network of friends from various regions, who will become pioneers of development in their home regions.

Significant impacts were also felt directly by the community at the activity location (Sobang District). Economically, this activity succeeded in driving a significant increase in local economic turnover, as seen from the bustling stalls and MSMEs, which were felt directly by the beneficiary community such as Induk Semang. In terms of public services, the village administration digitalization initiative driven by participants directly increased the efficiency and effectiveness of village government services, an innovation that greatly helped the community. In addition, socio-cultural values were also strengthened, with wider promotion and introduction of local culture and tourism, as emphasized by traditional leaders. Cultural exchanges between participants and local communities also enriched the insights of both parties.

Thus, it can be concluded that the 2024 BAPEN Program was not only successful in implementing its activities, but also successful in creating sustainable positive impacts in various sectors, both economic, social, cultural, and human resource capacity development, all of which contributed to regional progress and improving the quality of life of the community.

Discussion Results

The implementation of Collaborative Governance in the 2024 Indonesian Youth Service Program (BAPEN) in Lebak Regency will be analyzed based on the researcher's findings by linking the Collaborative Governance theory used as the basis for analysis, with empirical facts obtained through interview, observation, and documentation techniques. The discussion is based on the four main dimensions of Collaborative Governance according to Ansell & Gash (2008), namely Starting Condition, Institutional Design, Facilitative Leadership and Collaborative Process, as well as additional information regarding the output of program implementation.

The Starting Condition dimension is the initial foundation that is very important in determining the success of the implementation of Collaborative Governance in the 2024 Bakti Pemuda Nusantara Program (BAPEN) in Lebak Regency. Based on the research results, it was found that there were differences in the level of readiness between the actors involved in this program. The central government through the Ministry of Youth and Sports, although ready in the conceptual and substantive aspects of the program, actually faced serious weaknesses in the technical aspects, especially in terms of time planning and initial

coordination. This was reflected in the preparation process which only lasted about two weeks before implementation, which was considered too short and gave the impression that the program was implemented suddenly. On the other hand, local governments at both the Banten Province and Lebak Regency levels showed relatively high readiness. Structural support from the Regional Secretary and the Acting Regent of Lebak Regency as well as active involvement across OPDs showed that local governments were able to respond to conditions with an adaptive and collaborative approach.

The indicators of shared needs between actors show a strong shared vision, where all parties, both central and regional governments, and local youth organizations, agree on the importance of youth empowerment and accelerating regional development, especially in 3T areas such as Lebak Regency. This shared interest is a unifier and the main driver for the formation of cross-sector collaboration.

Thus, although the Starting Condition dimension faces challenges in the technical planning aspect, collaboration can still take place well because it is supported by regional readiness, enthusiasm of local youth, and clearly defined shared needs. This emphasizes the importance of mature and coordinated collaborative planning from the start so that the implementation of similar programs in the future can run more optimally and sustainably.

In terms of decision-making mechanisms, program implementation shows a two-stage process, namely the initial planning stage which is top-down and the implementation stage which is more collective. In the initial stage, strategic decisions such as activity locations and program designs are determined internally by the Ministry of Youth and Sports work units. However, at the implementation stage in the field, operational decisions are taken collaboratively by a joint team from the Ministry of Youth and Sports, local governments, and youth organizations, although they remain under the command of the central team. This mechanism shows a policy hierarchy that is still dominant from the center, but still provides deliberative space at the implementation level. Local governments, through the Provincial and Regency Youth and Sports Offices, are actively involved in the decision-making process through coordination meetings, both with the Ministry of Youth and Sports and internally between OPDs, which strengthens inclusivity in program implementation.

In terms of the coordination system between actors, the implementation of the program showed very intensive and adaptive coordination. Formal forums in the form of online and offline meetings were held routinely, and at the field level a Joint Secretariat was formed in Sobang District as a tactical coordination center that functions 24 hours a day. The direct presence of the Kemenpora team at the secretariat was a concrete symbol of the center's commitment to supporting the success of the program and accelerating technical decision-making. Coordination between actors took place harmoniously, as conveyed by informants from the local government, youth organizations, and sub-district officials, who stated that communication ran without significant obstacles. The effectiveness of this coordination system was also proven in handling field obstacles such as internet signal problems and geographical conditions, which could be resolved quickly through cross-sector cooperation.

Overall, the institutional design in the implementation of the 2024 BAPEN Program in Lebak Regency has formed a legal, responsive, and participatory collaborative framework. Although strategic decision-making is still dominated by the central government, the active involvement of local governments and community organizations shows a direction towards more balanced collaborative governance. The institutional design that is built not only provides a formal structure, but also allows for adaptive coordination and synergistic working relationships between actors. This is an important capital for strengthening sustainable Collaborative Governance practices in the context of regional development and youth empowerment.

The Facilitative Leadership dimension is an important component in the implementation of Collaborative Governance, because facilitative leadership not only functions as a decision maker, but also as a liaison, mediator, and driver of synergy between actors. In the implementation of the 2024 BAPEN Program, facilitative leadership appears to be present at various levels, both at the central, regional, and field implementation levels. At the central level, the Deputy for Youth Empowerment of the Ministry of Youth and Sports acts as the strategic decision maker at the initial planning stage, but technical implementation in the field is flexibly handed over to the Team Leader. This leadership model allows for decentralization of authority that encourages responsiveness to dynamics in the field.

Overall, the implementation of the 2024 BAPEN Program shows that facilitative leadership has played a significant role in creating effective collaborative governance. Leadership is no longer instructive and centralized, but participatory, responsive, and open to multi-sector collaboration. Leaders not only provide direction, but are also directly present in the implementation field, bridging the needs between actors, and offering solutions to technical and resource constraints. This dimension is the key to the success of the program, especially in the context of 3T areas such as Lebak Regency which requires an adaptive, collaborative, and solution-oriented leadership approach. Thus, facilitative leadership in the implementation of the 2024 BAPEN Program has strengthened cross-actor integration and ensured that the collaborative process can run dynamically and inclusively.

The Collaborative Process dimension in the Collaborative Governance framework refers to a dynamic process that includes building trust, shared commitment, and facilitating dialogue between actors to achieve collective goals. In the context of the implementation of the 2024 BAPEN Program in Lebak Regency, this dimension is seen to develop progressively along with the implementation of the program, although starting from a limited initial readiness condition. This collaborative process begins with efforts to build mutual trust between actors who have different backgrounds of authority and capacity, namely the central government (Kemenpora), local governments (provinces and districts), local youth organizations, and the local community. This trust is formed through intensive communication both in formal forums such as coordination meetings and in informal activities in the field. The physical presence of central actors, such as the Head of the Implementation Team from Kemenpora who was on standby at the location for more than

two weeks, plays an important role in building trust and mutual understanding between parties.

In addition to the trust aspect, the collaborative process is also strengthened by a shared commitment that is built gradually during the program. Despite the short preparation time, all actors showed a willingness to contribute to the success of the program, which is reflected in the mobilization of human resources, the formation of cross-sector committees, and technical and logistical readiness by related OPDs in Lebak Regency. Even local youth organizations such as the Sobang Student Movement not only accompanied participants, but also became a liaison between participants and the village government structure. This commitment is an important element that strengthens collaboration in a very limited situation. The shared vision between actors in supporting youth empowerment and accelerating the development of 3T regions is a glue that prevents fragmentation of interests, while strengthening a sense of ownership of the program.

The collaborative process in the implementation of BAPEN 2024 is also supported by ongoing dialogue between actors facilitated through the Joint Secretariat in Sobang District. This secretariat is not only a technical control center, but also a deliberative space where various parties provide input, discuss obstacles in the field, and formulate solutions quickly and inclusively. This model shows that program implementation is not rigid or centralized, but flexible and open to field adjustments. The role of local youth and village officials involved in daily discussions strengthens the principle of horizontal participation in collaborative practices.

Overall, the Collaborative Process dimension in the BAPEN 2024 Program shows that the success of collaboration does not only depend on the formal structure, but also on the ability of actors to build social relations, trust, and mutually reinforcing dialogue spaces. Although challenges such as time constraints and infrastructure are still obstacles, the ongoing adaptive and mutually supportive collaboration process is able to guarantee the effectiveness of program implementation. This strengthens the finding that collaborative governance in practice is largely determined by the quality of the process between actors, not merely by the previously established institutional design. Therefore, the collaborative practices that have developed in the BAPEN 2024 Program in Lebak Regency can be used as a model for strengthening regional development governance based on synergy between parties.

The implementation of the 2024 Indonesian Youth Service Program (BAPEN) in Lebak Regency has produced a number of real outputs that reflect the success of cross-sector collaboration, despite facing various technical and time challenges. The main outputs of this program include the implementation of national youth service activities in the 3T (underdeveloped, frontier, outermost) areas, namely Sobang District, which include community assistance, youth training, and socio-cultural activities that directly involve youth and local communities. The presence of BAPEN participants from various regions in Indonesia also encouraged the transfer of experience and national values to local youth, as well as strengthening the spirit of mutual cooperation at the community level. In addition, this program also succeeded in mobilizing the active participation of local youth

organizations and strengthening the institutional capacity of OPDs in implementing integrated programs based on collaboration.

Although the planning process was relatively short and the implementation was carried out with limited time, the program was still able to achieve the planned output targets, such as increasing the capacity of local youth, strengthening cross-regional networks, and growing collective awareness of the importance of youth-based development. This success cannot be separated from the role of solution-oriented leadership, active involvement of regional actors, and an adaptive coordination system. However, the limited preparation time and weak initial planning from the central government meant that a number of potential program optimizations had not been fully achieved, such as documentation of long-term impacts or post-activity follow-up that had not been systematically designed.

CONCLUSION

Based on the results of research and discussion on the implementation of Collaborative Governance in the implementation of the 2024 Bakti Pemuda Nusantara Program (BAPEN) in Lebak Regency, it can be concluded that the collaborative approach has been implemented in real terms with a fairly good level of effectiveness, although it is still faced with a number of structural and technical limitations. The implementation of the program is analyzed through four main dimensions, namely Starting Condition, Institutional Design, Facilitative Leadership, and Collaborative Process, each of which provides a comprehensive picture of the dynamics of interaction between actors and program achievements. In terms of strength, the implementation of collaborative governance is able to build synergy between the Ministry of Youth and Sports (Kemenpora) as the program initiator, local governments at the provincial and district levels, local youth organizations, and the local community. Although the preparation time was relatively short (around two weeks), the local government showed an adaptive response and structural readiness, including through policy support and cross-OPD involvement. In addition, local youth organizations showed high enthusiasm in supporting and making the activity a success. Institutionally, this program is supported by fairly strong regulations, both through official regulations from Kemenpora and committee decrees at the regional level. In terms of leadership, the facilitative approach is seen through the direct presence and active involvement of program leaders in the field, who open up space for dialogue, respond quickly to challenges, and maintain cross-actor coordination. The collaboration process runs intensively through the establishment of a Joint Secretariat as a tactical coordination center, which strengthens communication between parties effectively. The program output also shows positive impacts, such as increased youth involvement in local development, strengthening cross-regional networks, and growing social trust and community ownership of the program. However, there are a number of weaknesses that need to be considered.

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