

COLLABORATIVE GOVERNANCE STRATEGIES FOR NAVIGATING THE DEMOGRAPHIC BONUS: EVIDENCE FROM THE BOS MUDA PROGRAM IN MAGELANG CITY

Usman Huda^{1*}, Suci Iriani Sinuraya², Rizza Arge Winanta³, Reza Noormansyah⁴

^{1,2,3,4} Prodi Ilmu Administrasi Negara, Universitas Tidar, Magelang, Indonesia

*corresponding author

usman.huda337@gmail.com

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ABSTRACT

Magelang City is currently undergoing a demographic bonus phase, marked by a large, productive workforce. However, this potential has not yet driven significant economic growth. High youth unemployment and a limited number of young entrepreneurs remain key barriers to the region's progress. This study explores how collaborative governance helps address these challenges through the BOS Muda Program in Magelang City. Using a qualitative method with a case study approach, the research applies Ansell and Gash's (2008) collaborative governance theory, focusing on the pentahelix collaboration model. The findings show that collaborative governance has been effectively implemented in the BOS Muda Program. The program enabled participants to start businesses and hire employees, offering a practical solution for managing demographic bonus challenges. Despite these successes, the study also highlights several barriers. Maintaining consistent participation in face-to-face dialogue sessions was difficult due to conflicting departmental schedules. Additionally, some participants dropped out because of limited capital and the program's long training period. Interestingly, the program also involved participants who were already entrepreneurs, which, although unintended, contributed positively to the program's outcomes. Overall, the study underlines the importance of strong multi-stakeholder collaboration in ensuring that demographic advantages translate into economic opportunities for the region.

INTRODUCTION

Indonesia represents one of the developing nations with the largest population in Southeast Asia. This assertion is affirmed by data from the Directorate General of Population and Civil Registration (Ditjen Dukcapil) of the Ministry of Home Affairs (Kemendagri), indicating that Indonesia's population in 2024 totaled 284,973,643 individuals (Kemendagri, 2025). Meanwhile, the productive-age population in Indonesia comprises 69.58% or 196,558,195 individuals. The productive-age population, as defined



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by the Central Statistics Agency (Badan Pusat Statistik), refers to individuals within the age range of 15 to 64 years.

The substantial percentage of productive-age population demonstrates that Indonesia is experiencing a demographic bonus phenomenon. According to Savitri (2019), demographic bonus is a condition wherein the productive-age population (15-64 years) exceeds the non-productive age population by more than 60% of the total population. This condition has persisted since 2015 and is projected to reach its peak between 2020-2035 (Khairunnisah & Ana Lailatul, 2023).

The demographic bonus exhibits dualistic characteristics, possessing two sides like a coin—on one hand, it can present significant potential for the economy, while on the other hand, it may pose threats (positive-negative implications). According to Sutikno, (2020), demographic bonus will provide benefits for economic growth enhancement. These benefits can be realized when demographic bonus is accompanied by quality human resources through quality education and workforce skill improvement (Saputri et al., 2023). Such conditions will impact the availability of competent productive-age population that can be absorbed by the labor market and contribute to economic growth. Conversely, demographic bonus can become a threat to economic growth if not accompanied by quality human resources (Khairunnisa & Nurwati, 2021). Social problems such as unemployment and poverty will emerge when demographic bonus is not optimally utilized. Therefore, the process toward Indonesia's demographic bonus peak in 2030 must be maximally pursued through providing accessible education, skills training aligned with labor market needs, and health quality improvement.

Indonesia is currently in the process of approaching its demographic bonus peak, making the success of Indonesia's demographic bonus crucial for improving societal living standards. According to Sutikno (2020), demographic bonus conditions will provide opportunities for Indonesia to advance welfare and prosperity. Improvements in societal welfare also impact unemployment reduction, as prosperous communities tend to have better access to education and broader employment opportunities. This depends on the government's capacity to prepare and manage human resources by providing accessible quality education and skills training relevant to industrial needs.

Based on the aforementioned description, governmental efforts are required to ensure that Indonesia's demographic bonus becomes an opportunity to achieve "Golden Indonesia" by 2045. However, the goal of achieving "Golden Indonesia" in 2045 could transform into "Anxious Indonesia" if prerequisites for the younger generation are not properly prepared, including access to education, healthcare, and decent employment. According to Remie et al (2019), the government plays a crucial role in maximizing demographic bonus benefits through policies supporting human resource quality improvement, fertility control, and new job creation. The Central Government must formulate these policies in collaboration with Regional Governments to ensure policies align with regional needs and potential. This is because demographic bonus phases do not occur simultaneously across all regions. Some regions may experience demographic bonus earlier, while others await demographic dynamics processes. One region currently entering the demographic bonus phase is Magelang City.

Based on data from the Population and Civil Registration Office (Disdukcapil) of Magelang City reported in Datago, Magelang City's population in 2024 reached 128,709 individuals, with 70.5% or 90,749 individuals representing the productive-age population (Disdukcapil Kota Magelang, 2025b). This condition, when depicted in a population pyramid, appears as follows:



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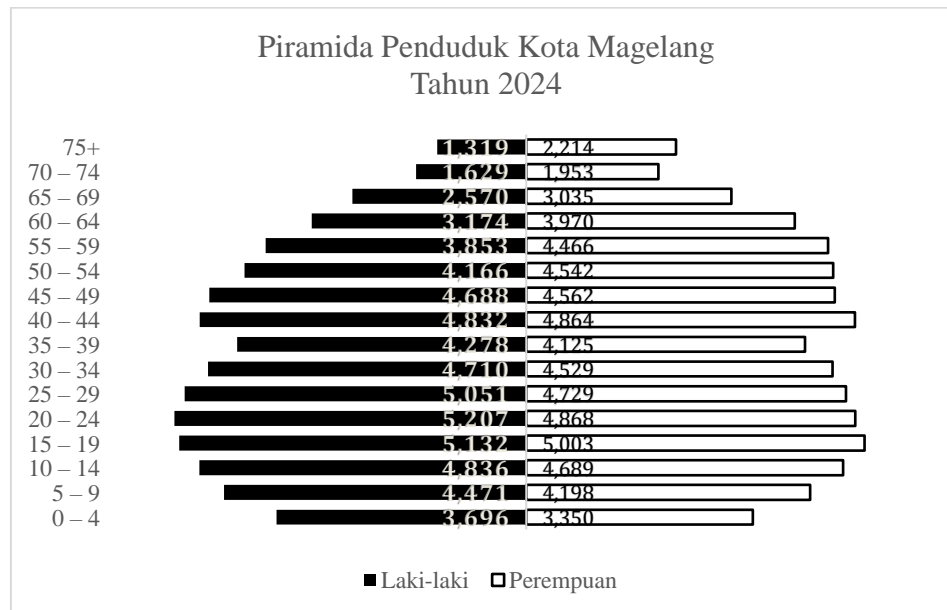


Figure 1. Population Pyramid of Magelang City at 2024
Source: Processed data from Disdukcapil Kota Magelang

Based on the population pyramid above, it can be observed that the current number of non-productive age population such as children (0-14 years) and elderly (over 65 years) in Magelang City comprises only 29.2%. This figure is relatively smaller compared to the productive-age population, which constitutes 70.8% of the total population. This results in a low dependency ratio in Magelang City, where every 2 productive individuals support only 1 non-productive individual. Percentage-wise, BPS Kota Magelang recorded Magelang City's dependency ratio at 41.34% (BPS Kota Magelang, 2024). This condition differs from Japan during its demographic bonus phase, where 1 productive individual had to support 2 non-productive individuals (Aprianti et al., 2022).

The low dependency ratio in Magelang City will provide positive impacts on economic growth. According to Sukma et al (2019), the reduction in dependency burden ratio can enhance economic growth because income obtained by productive-age population can be allocated for investment or savings. When savings increase, capital availability for the national economy also grows, potentially accelerating economic growth (Sigiro et al., 2023). This becomes important capital for Indonesia's development to become a better nation than Japan.

The demographic bonus phenomenon in Magelang City provides significant opportunities for regional development due to abundant labor availability, particularly youth workforce. Based on data released by Disdukcapil Kota Magelang, in 2024, the number of youth in Magelang City totaled 29,917 individuals, representing 32.9% of the total productive-age population (Disdukcapil Kota Magelang, 2025). This figure represents a significant advantage for Magelang City in helping increase economic growth. This aligns with research by Anisa et al (2022), which suggests that youth presence with their creativity and innovation is expected to serve as driving forces in a nation across educational, political, social, and economic domains.

Youth role in the economic domain includes active contribution to economic activities by developing, utilizing, and realizing their creative ideas through creative industry development, leveraging their talents, skills, and creativity. However, in

Magelang City, youth interest in self-development remains minimal. This is evidenced by 837 youth or 2.8% who remain unabsorbed in the labor market (Santoso, 2024). This condition indicates that human resource quality among youth needs improvement to ensure youth availability can be absorbed in the labor market and impact economic growth.

Responding to the aforementioned issues, the Head of Disporapar Kota Magelang, Sarwo Imam Santoso, announced that Disporapar Kota Magelang conducts entrepreneurship training for 150 selected young people over one year, commencing from July 2024 to July 2025, termed the Youth Success-Oriented Business Program (Bos Muda). This activity aims to create new entrepreneurs from youth to enable them to start their own businesses and recruit employees for collective productivity, thereby helping improve Magelang City's regional economic competitiveness and reducing unemployment and poverty rates. The legal basis for this program is the Decision Letter of the Head of Youth, Sports, and Tourism Office Number 487.22/114/2024 concerning Technical Guidelines for Youth Entrepreneurship Training in Magelang City. The BOS Muda Program implementation is supported by the 2024 Regional Revenue and Expenditure Budget amounting to Rp126,545,700.

Based on pre-research interviews with Mr. Fadhli Kurniawan, S.STP., M.P., as Head of Youth Division at Disporapar, the BOS Muda Program is implemented through several stages: registration, counseling, coaching, training, mentoring, and awarding. The registration stage has been completed with 72 individuals passing selection and meeting administrative requirements. These requirements include: a) Youth aged 16 to 29 years as of December 31, 2024; b) Holding Magelang City identity card or residing in Magelang City; c) Not currently owning a business; d) Demonstrating seriousness. Subsequently, the counseling stage encompasses entrepreneurial insight provision and aptitude testing. The BOS Muda Program is currently in the coaching stage, where participants learn business planning, finance, legality, and business plan development. Training, mentoring, and awarding stages will be conducted from November to August 2025.

The BOS Muda Program is implemented collaboratively, involving government, private sector, academia, community organizations (ormas), and media, or simply termed collaborative governance. This program also involves community members as program participants. Such collaborative processes are necessary because governments often require support from other parties to address problems that cannot be resolved independently, aiming to achieve optimal results. Collaborative governance is a governmental management process that directly involves stakeholders outside government or state in formal, consensual, and deliberative decision-making (Ansell & Gash, 2008). Collaborative governance in public administration represents a governmental strategy involving various parties to achieve common goals.

Based on the problems outlined above, researchers intend to analyze the collaboration implementation conducted by various stakeholders in the BOS Muda Program to address demographic bonus challenges in Magelang City. This is because the demographic bonus occurring in Magelang City has not yet succeeded in improving regional economic growth. Additionally, the primary focus of this research is the collaboration process in the BOS Muda Program, as it represents a new innovation from Magelang City Government initiated in July 2024.

The BOS Muda Program is implemented collaboratively, involving government, private sector, academia, community organizations/non-governmental organizations (NGOs), and media, or simply termed collaborative governance. Ansell & Gash (2008)



explain that collaborative governance is a governmental management process that directly involves stakeholders outside government or state in formal, consensual, and deliberative decision-making. Collaborative governance in public administration represents a governmental strategy involving various parties to achieve common goals.

Collaborative implementation in conducting entrepreneurship training represents an innovation and new approach within Magelang City Government environment. Therefore, this research will analyze and explain collaborative governance in addressing demographic bonus challenges through the BOS Muda Program in Magelang City using collaborative governance theory according to Ansell & Gash (2008). This research will employ the collaborative governance concept according to Ansell & Gash (2008), which comprises several aspects: face-to-face dialogue, trust building, commitment to process, shared understanding, and intermediate outcomes.

This research is expected to contribute to knowledge development and theory advancement for Public Administration Science in addressing unemployment problems through training and new business formation (MSMEs) via collaborative governance. Furthermore, this research can assist government as reference material for decision-making and support long-term planning for the BOS Muda Program, thereby enhancing program effectiveness.

METHOD

This section This study employed a qualitative research method using a case study approach. According to Sugiyono (2023), qualitative research is characterized by a narrative nature, wherein data are presented in the form of descriptive text rather than numerical values, as is typical in quantitative research. The case study approach is utilized by researchers to explore a particular phenomenon (case) within a specific timeframe and context—such as a program, event, process, institution, or social group—by collecting in-depth and detailed data through various data collection methods within a defined period (Creswell & Creswell, 2018).

The research was conducted at the Office of Youth, Sports, and Tourism (Disporapar) of Magelang City, located at Jl. Pangeran Diponegoro No. 33, Cacaban, Magelang Tengah District, Magelang City, Central Java, Indonesia.

The data sources in this study were categorized into two types: primary data and secondary data. According to Sugiyono (2023), primary data sources are those that provide information directly to the researcher. These sources were selected using purposive sampling and included the Head of the Youth Division at Disporapar, the BOS Muda Program Coordinator, entrepreneurs serving as program mentors, academics, civil society organizations, mass media representatives, and program participants. Secondary data sources refer to those that provide information indirectly, such as through official documents or archival records.

The data analysis technique followed the interactive model of Miles and Huberman (as cited in Sugiyono, 2023), which includes four components: data collection, data condensation, data display, and conclusion drawing or verification.

RESULTS AND DISCUSSION

Regional Context Of Magelang City

Magelang City represents one of the smallest administrative regions in Central Java Province. According to the Decree of the Minister of Home Affairs Number 050-145 of 2022, Magelang City encompasses an area of 18.56 km², constituting merely 0.66% of the



total area of Central Java Province. Notwithstanding its limited geographical extent, Magelang City possesses a comparative advantage due to its strategic geographical positioning. This advantageous location is evidenced by its designation as an integral component of the Regional Activity Service Center (PKW), specifically the Purwomanggung PKW, which encompasses Purworejo Regency, Wonosobo Regency, Temanggung Regency, Magelang City, and Magelang Regency (Pemerintah Kota Magelang, 2023).

From an administrative perspective, Magelang City is situated at a strategic intersection that facilitates economic flows and transportation networks between Semarang, Magelang, Yogyakarta, as well as Purworejo and Temanggung (Bappeda Kota Magelang, 2023). Furthermore, the city is positioned at the convergence of local and regional tourism routes encompassing Yogyakarta, Borobudur, Kopeng, Ketep Pass, and extending to the Dieng Plateau highlands.

Demographically, Magelang City has a population of 128,709 individuals, comprising 63,612 males and 65,097 females (Disdukcapil Kota Magelang, 2025). When examining the population distribution by age cohorts, Magelang City falls within the category of municipalities experiencing a demographic bonus. This demographic advantage is demonstrated by the substantial proportion of productive-age population (15-64 years), totaling 90,749 individuals or 70.5 percent of Magelang City's total population (Disdukcapil Kota Magelang, 2025).

This elevated proportion of productive-age population presents significant opportunities for Magelang City to stimulate economic growth and regional development. The majority of residents fall within the age range capable of employment and economic contribution, particularly among youth demographics, potentially enhancing productivity across various sectors. The youth population in Magelang City in 2024 totaled 29,917 individuals, representing 32.9 percent of the total productive-age population (Disdukcapil Kota Magelang, 2025). However, approximately 837 young individuals, constituting 2.8 percent of the youth demographic, remained unemployed as of late 2024 (Santoso, 2024).

Unemployment among the productive-age population, particularly youth, has become a focal concern for the Magelang City Government in its efforts to cultivate productive and effective youth engagement. One initiative undertaken by the Magelang City Government involves encouraging entrepreneurship among youth through entrepreneurship training programs for prospective entrepreneurs, notably through the BOS Muda Program.

Overview of the BOS Muda Program

The BOS Muda Program represents a strategic initiative implemented by the Magelang City Government to support the development of nascent entrepreneurs from the youth demographic. These young entrepreneurs are expected to contribute to reducing youth unemployment, which impedes social stability and economic growth while exacerbating poverty indices. This program operates over a 12-month period and is implemented pursuant to the Decree of the Head of the Department of Youth, Sports, and Tourism Number 487.22/114/2024 concerning Technical Guidelines for Youth Entrepreneurship Training in Magelang City.

The implementation of the BOS Muda Program, initiated by the Department of Youth, Sports, and Tourism of Magelang City, incorporates a pentahelix collaborative framework based on the Magelang Mayor's Decree Number 427/112/112 of 2024



concerning the Establishment of the Magelang City Youth Entrepreneurship Collaboration Team. This collaborative framework encompasses the Magelang City Government; business entrepreneurs serving as trainers, coaches, and mentors, including Java Coffee (Rinto), LYF Official (Kamala Luthfi), Rumah Akrilik (Fathur Rozaq), Elmer Living (Bindy), and WEARE & Co (Andhika John); academic representatives from Tidar University and Muhammadiyah University of Magelang; youth organizations or community organizations, specifically the Indonesian Young Entrepreneurs Association (HIPMI) and the Indonesian National Youth Committee (KNPI); and mass media representation through Suara Merdeka.

The engagement of non-governmental stakeholders in the BOS Muda Program, combining resources, knowledge, and expertise from diverse entities, is anticipated to address fundamental programmatic challenges through more creative and sustainable solutions, ultimately achieving the program's objective of cultivating young entrepreneurs.

The BOS Muda Program is implemented through collaborative efforts involving government, entrepreneurs, academics, civil society organizations, and mass media. The involvement of various parties with different backgrounds aims to broaden the perspectives used in problem-solving. Furthermore, such collaboration provides human resource assistance to the government in implementing work programs and resolving public issues.

The implementation of the BOS Muda Program through cross-sectoral collaborative networks adapts the collaborative governance theory according to Ansell & Gash (2008), which consists of four aspects: face-to-face dialogue, trust building, commitment to process, shared understanding, and intermediate outcomes. These aspects will be elaborated in depth below:

Face-to-Face Dialogue

Ansell & Gash (2008) explain that this aspect is the initial step in the collaboration process that directly involves stakeholders as a communication medium focused on mutual agreement. Direct interaction aims to recognize existing challenges and opportunities. Effective collaboration would be difficult to achieve without face-to-face meetings, making communication building among stakeholders one of the important steps at the beginning of the collaboration process.

Coordination in the BOS Muda Program is conducted through both direct face-to-face meetings and online platforms. Coordination begins with meetings to discuss preparations for youth development implementation and present objectives, missions, responsibilities, and program implementation. Planning meetings for the BOS Muda Program are conducted through Focus Group Discussions (FGD) with the entire collaborative team consisting of Magelang City Government, entrepreneurs, academics, civil society organizations, and mass media.

Field observation results by researchers show that coordination for program preparation with the entire collaborative team was conducted eight times. However, in each meeting held, not all collaborative team members could attend completely due to various constraints such as conflicting schedules, other tasks that needed completion, and other individual factors. Representatives from regional apparatus organizations involved in the collaboration often could not attend all meetings because coordination schedules sometimes coincided with their respective agency agendas that they also had to prioritize.

The absence of all team members resulted in information not being directly conveyed, causing absent team members to miss information regarding program



implementation developments. Disporapar, as the collaboration initiator, anticipated several constraints occurring in face-to-face dialogue by creating meeting minutes shared through WhatsApp groups so that absent team members could receive information and program implementation developments.

The involvement of all parties becomes one of the important aspects, as every face-to-face meeting conducted by the collaborative team produces joint decisions. This decision-making process is implemented through consensus deliberation and is not solely decided by the program leader or Disporapar as the responsible party.

The implementation of face-to-face dialogue in the BOS Muda Program is conducted through regular direct face-to-face meetings with the entire collaborative team, emphasizing consensus deliberation. Thus, the face-to-face dialogue aspect in the BOS Muda Program has been implemented in alignment with Ansell & Gash (2008) perspective, namely direct communication with all stakeholders focused on mutual agreement. This differs from Febriana & Hertati (2023) research findings on Stunting Prevention in Collaborative Governance Perspective, which found that direct dialogue stages were rarely conducted, despite their crucial role in obtaining clear understanding of field conditions.

The implementation of face-to-face dialogue in the BOS Muda Program, although already implemented, faces constraints where not all team members can attend, resulting in information about program implementation developments not being directly received by team members. The strategy employed by Disporapar to overcome these constraints is creating meeting minutes and sharing them through WhatsApp groups or online communication platforms.

Online coordination implementation through WhatsApp groups and Zoom as communication media aligns with research by Tianty et al (2021), which explains that face-to-face dialogue is usually conducted formally in coordination meetings through Zoom meetings. Furthermore, online coordination implementation in the BOS Muda Program demonstrates that the collaborative team strives to maintain communication and coordination among all team members by utilizing technology as an adaptation to contemporary developments.

Trust Building

The trust building stage becomes the next key element in strengthening cooperation among collaborative teams. The trust-building process is conducted by presenting an overview of Disporapar's work programs to the entire collaborative team. Additionally, trust building is conducted through perception alignment by Disporapar as one way for collaborative teams to provide positive impact on creating trust in the program.

Trust building as the main foundation of the BOS Muda Program to support cooperation success and collective goal achievement is not only conducted through general overview presentations. However, Disporapar and the Program Leader willingly sacrifice time and energy to accompany participants during training. This trust building is implemented comprehensively by the BOS Muda Program Leader and Disporapar as the responsible party through various methods to ensure trust among team members is well-established and creates a conducive environment for each team member to share ideas and work collaboratively without fear of non-constructive criticism.

The next aspect in collaborative governance is trust building. According to Ansell & Gash (2008), trust building is a fundamental element in building effective collaboration



among various stakeholders. Trust becomes the main foundation in creating harmonious relationships, reducing conflict potential, and increasing openness and cooperation. This process does not occur instantly but through consistent communication and commitment to achieving common goals.

Trust building or confidence building in the BOS Muda Program collaborative team has been implemented through consistent communication with general overview presentations of Disporapar's work programs to the entire collaborative team in several meetings. This step aligns with the trust-building concept proposed by Ansell & Gash (2008) that the trust-building process cannot be obtained instantly but requires intensive communication networks.

Consistent communication implemented in the BOS Muda Program collaborative team becomes one of the keys to building trust among collaborative team members. This aligns with research by Tianty et al (2021), which found the importance of coordination in meetings and information sharing in the field to build trust. The implementation of consistent communication aims to ensure transparency in program planning and implementation, so that each stakeholder can clearly understand program objectives and create harmonious relationships.

Other efforts made to build trust among all collaborative team members include dedication from Disporapar and the Program Leader who willingly sacrifice time and energy to accompany participants during the training process. This accompaniment not only strengthens inter-actor relationships but also fosters mutual trust among participants, organizers, and other stakeholders. This aligns with Emerson et al (2012) opinion that trust building requires continuous efforts through additional roles demonstrated by each party to prove their credibility.

Commitment to Process

The next aspect in collaboration implementation is commitment to process. This aspect represents the stage of commitment to everything that has been mutually agreed upon, both in training implementation and role distribution. Commitment in the BOS Muda Program collaborative team can be seen in the respective roles of collaborative team members from various stakeholders.

Another form of commitment in this program is compliance with technical implementation guidelines outlined in the Decree of the Head of Youth, Sports and Tourism Department Number 487.22/114/2024 regarding Technical Guidelines for Youth Entrepreneurship Training in Magelang City, specifically by presenting competent mentors or trainers. Entrepreneurs involved in the BOS Muda Program are highly committed to the program's success.

Commitment to process in the BOS Muda Program comes not only from entrepreneurs but is also demonstrated through stakeholder responsibilities in respecting and implementing every joint decision that has been agreed upon. Several team members involved and serving as coaches perform their duties by accompanying and helping participants like homeroom teachers. This intensive accompaniment aims to facilitate participants in understanding their talents, interests, and deficiencies. Additionally, through the accompaniment provided, participants feel assisted in running and preparing their businesses.

The implementation of serious accompaniment by coaches can be felt beneficially by participants. One benefit conveyed by participants is the ability to apply knowledge gained in business preparation they will implement and provide new knowledge for them. Coach and mentor commitment in guiding and providing knowledge demonstrates their



dedication in supporting individual development through continuous accompaniment, thus facilitating the achievement of program objectives, namely creating productive young entrepreneurs as one key to facing demographic bonus challenges.

Commitment to BOS Muda Program objectives cannot be achieved without mutual interdependence among involved actors, considering the complex problems faced. Challenges such as demographic bonus and high unemployment rates in Magelang City require involvement from various parties, from government, business world, to communities. If each actor works separately without proper coordination, program effectiveness will decrease, and solutions produced will not be comprehensive. Therefore, close cooperation and mutual support become key factors in ensuring program sustainability and success.

Ansell & Gash (2008) state that in running collaboration, each stakeholder must have responsibility for processes agreed upon through deliberation. Commitment plays a crucial role in reducing egocentric attitudes of each party, so by building collective commitment, all stakeholders can respect and comply with agreement results.

Research results show that commitment to process in the BOS Muda Program is implemented by complying with program implementation guidelines and instructions contained in the Decree of the Head of Youth, Sports and Tourism Department (SK KaDisporapar) Number 487.22/114/2024 regarding Technical Guidelines for Youth Entrepreneurship Training in Magelang City. This SK KaDisporapar serves as the responsibility foundation for each stakeholder in running collaboration. This aligns with Ansell & Gash's (2008) opinion stating that in collaboration processes, each party must be responsible for agreements reached through deliberation.

The responsibility of each collaborative team member is reflected in role implementation according to backgrounds possessed by each member. Additionally, collaborative team members are also actively involved in designing training agendas, ensuring resource availability, and supervising program implementation to remain aligned with established objectives. The implementation of collaborative team member responsibilities aligns with research by Tianty et al (2021), which explains that collaborating parties understand and agree to commitments established together in cooperation agreements or Memorandums of Understanding (MOU). This shows that guidelines and MOUs function not only as formal documents but also as foundations ensuring each party performs their roles optimally so collaboration can run more effectively, transparently, and according to mutually agreed objectives.

Commitment to process relates not only to compliance with agreed legal foundations but also to all stakeholder motivation in achieving common goals. Research by Febriana & Hertati (2023) explains that commitment has a close relationship with motivation, so program success depends on strong determination from all involved parties. This is demonstrated in the BOS Muda Program through Magelang City Government's role as the main initiator designing entrepreneurship training programs, while non-governmental parties serve as facilitators and supporters. This collaboration reflects the importance of commitment in running collaboration processes through roles and responsibilities of each stakeholder in ensuring programs can run effectively and achieve expected results.

Ease in achieving mutually agreed objectives is inseparable from interdependence among actors in the collaboration ecosystem. Each stakeholder has complementary roles and contributions, becoming the main factor in maintaining process smoothness. For example, regional apparatus organizations provide policy and regulatory support, while



entrepreneurs from the private sector are responsible for material delivery, participant accompaniment, and providing practical opportunities for participants. With interdependence and close cooperation, each actor is encouraged to carry out their commitments to agreed processes, so programs can run according to expected objectives.

Shared Understanding

The BOS Muda Program collaboration implementation also applies shared understanding. The shared understanding aspect is crucial in collaboration, as it ensures that each individual has aligned perspectives toward missions and objectives to be achieved. This aspect also plays a role in creating strong mutual understanding, so each party can work harmoniously toward the same vision.

Shared understanding in the BOS Muda Program is implemented by conveying frameworks and fundamental problems occurring in Magelang City. Shared understanding implementation is provided at initial meetings by explaining program concepts and implementation details. Concept delivery by the collaborative team does not merely form mutual understanding among all team members but also provides shared understanding to all program participants. Interview results obtained information that this training implementation provides participants with understanding regarding business overviews they will conduct.

Collaboration involving various parties must provide shared understanding so involved parties have unified perspectives toward collaboration objectives and faced problems. Shared understanding includes missions and visions to achieve collaboration objectives and find solutions to faced problems through collective problem identification by all collaboration actors (Ansell & Gash, 2008).

The BOS Muda Program collaborative team initiated by Disporapar has provided good shared understanding through framework delivery and problems faced by Magelang City regarding unemployment and poverty rates and low youth interest in entrepreneurship. Additionally, Disporapar also conveyed objectives of collaboration implementation in the BOS Muda Program to address existing problems. This aligns with shared understanding theory according to Ansell and Gash (2008) that collaboration domains must provide shared understanding regarding faced problems and targets to be achieved.

Target and problem delivery is conducted by collaborative teams through face-to-face meetings, focus group discussion (FGD) sessions, and minutes sent to WhatsApp groups. Various methods used by collaborative teams to provide shared understanding align with research by Febriana & Hertati (2023), which states that discussions and evaluations conducted with stakeholders constitute stages of providing shared understanding.

Intermediate Outcomes

Intermediate results represent minimum achievements from ongoing collaboration processes as foundations for evaluation and improvement in initiating subsequent collaborations (Ansell & Gash, 2008). Collaboration has greater opportunities to continue if objectives and benefits can be tangibly felt, even on small scales as intermediate results from ongoing processes. These small wins can serve as driving factors in strengthening trust and collective commitment among stakeholders.

Intermediate outcomes represent aspects explaining minimum achievements from conducted collaboration processes. Achievements in collaboration processes are used as improvement references or evaluations to begin new collaboration processes. Several



achievements can be seen from the running BOS Muda Program with decree issuance as training implementation guidelines and collaboration legality involving various stakeholders. Researcher observation results obtained physical evidence from the Decree of the Head of Youth, Sports and Tourism Department Number 487.22/114/2024 regarding Technical Guidelines for Youth Entrepreneurship Training in Magelang City and Magelang Mayor's Decree Number 427/112/112 Year 2024 regarding Formation of Magelang City Youth Entrepreneurship Collaboration Team, which are already signed. Additionally, several training agendas since beginning in August 2024 have been implemented, providing impact on program participants.

Positive impacts from following training and knowledge gained by Mr. Farhan are applied in running his business. This is demonstrated through researcher observations of Mr. Farhan's business, namely Breadfast. Other participants have also applied knowledge obtained from following training, namely Mr. Aprar (Clothing). The implemented collaboration is correct because it complies with established regulations in running programs and involvement of parties from various sectors providing their resources comprehensively. However, sustainability and regular evaluation need to be conducted to improve this program, as participant numbers decreased after six months of program implementation. Program participants previously numbered 72 people and currently only 12 remain. Based on several statements above, it can be concluded that causes of participant withdrawal from training include natural selection, participant busyness such as school/university/work, limited capital for running business trials, and long-duration training. Several interviews interpret that not all program participants are individuals without existing businesses, so the BOS Muda Program objective of creating new young entrepreneurs is not fully achieved. However, on the other hand, this training can improve or scale up businesses for participants who already have businesses.

The BOS Muda Program implementation has been running for six months. The long journey in collaboration processes has completed training agendas until December 2024, including counseling, coaching, training, and internships. Meanwhile, mentoring and awarding stages will be implemented in January 2025. Implemented training provides good influence on participant development. Research results show that participants following training experience capability improvements in business preparation. These capabilities are felt by all participants without existing businesses and those with existing businesses, namely public speaking, branding, financial planning, organizational management, and business canvas. Additionally, several participants without prior businesses have begun applying all knowledge by running businesses learned during program participation.

Running businesses generally employ several employees with participants serving only as owners like bosses. This shows that training implemented by the BOS Muda Program begins to visibly direct toward program objectives, namely creating young entrepreneurs to help reduce unemployment and poverty rates by providing new job opportunities.

Intermediate achievements of the BOS Muda Program become strategic solutions in facing demographic bonus challenges as conveyed by Achmad Nur Sutikno (2020) that demographic bonus keys lie in improving competitive workforce quality in global labor markets, but if quality is low, it becomes demographic burden marked by increased unemployment among productive ages. Other perspectives regarding demographic bonus challenges are proposed by Qomariyah et al (2023), stating that main challenges in facing current demographic bonuses are that most productive-age workforces have skills not



matching industry needs. Therefore, this program implementation becomes a platform for youth to improve their quality to compete in job markets or open new job opportunities for surrounding communities unable to be absorbed by job markets. New job opportunities opened by program participants become one answer when productive-age populations have difficulty obtaining work opportunities.

The BOS Muda Program implementation with long durations or commonly called business incubation also has deficiencies. Research results show that participant numbers experienced significant decreases from 72 participants to 12 participants caused by participant busyness in school/university/work, necessitating training method changes that are more efficient and adaptive to participant conditions. Additionally, other causes of participant decreases include limited participant capital for running business trials. Capital in creating new businesses or MSMEs is one important aspect requiring attention, so program organizers need to provide fund loans to participants for running their businesses. This aligns with research by Banerjee (in Sinuraya et al., 2018) that capital loans or microcredit serve as drivers in creating new entrepreneurs. Capital provision in loan forms must be based on clear provisions and requirements to prevent capital misuse.

Other research results show target program misalignment. The BOS Muda Program should be intended for youth without existing businesses, but several participants following the program already have businesses. This is not entirely wrong because both creating new entrepreneurs and improving or developing (scale-up) businesses can help reduce unemployment and poverty levels. However, program organizers need improvements in policy target determination and applied training concepts to remain aligned with program targets.

Several achievements already attained in BOS Muda Program implementation can become input materials in evaluating subsequent collaboration implementations, aligning with Ansell and Gash (2008) opinion that intermediate achievements in ongoing collaboration processes become evaluation and improvement platforms for subsequent collaborations.

CONCLUSION

Collaborative implementation in the BOS Muda Program represents a novel approach for the Magelang City Government in conducting more comprehensive entrepreneurship training. This innovation stems from the fact that entrepreneurship training involving five distinct stakeholder elements has only occurred within this program. The engagement of various parties in the BOS Muda Program collaboration is expected to facilitate more in-depth training with substantial impact for Magelang City.

Collaborative governance in the BOS Muda Program has been implemented to its maximum potential. The training implementation has produced several participants who have commenced business operations and recruited employees. This outcome indicates that the BOS Muda Program can serve as an alternative strategic solution in addressing demographic bonus challenges through skills enhancement and provision of new employment opportunities for unemployed youth.

The collaborative implementation of the BOS Muda Program is not without constraints. One significant challenge concerns the implementation of face-to-face dialogue, which has not achieved full attendance from all collaboration team members. Additionally, intermediate outcomes reveal declining participant enthusiasm, with only 12 participants remaining after six months of program implementation. This reduction in participant numbers stems from limited capital resources available to participants and the extended duration of training. Furthermore, the intermediate outcomes indicate that



participation of individuals with existing businesses conflicts with administrative requirements, necessitating program organizers' attention.

Suggestions

1. The Department of Youth, Sports, and Tourism, as the leading sector, must establish more structured meeting mechanisms to facilitate full attendance by all team members.
2. Each member unable to attend meetings should consistently review distributed minutes to maintain awareness of program implementation developments.
3. Improve conceptual approaches to addressing youth unemployment beyond creating new young entrepreneurs. Strategies should also incorporate business scale expansion (*scale up*) for existing enterprises.
4. Enhance training methodologies to increase effectiveness and efficiency, preventing participant fatigue and ensuring continuous participation until program completion.
5. Refine participant recruitment processes to ensure selected individuals align with program targets and objectives, thereby producing participants capable of achieving program success.
6. Provide capital assistance to participants through loan funds or allocate portions of awarding funds as capital for participants, or facilitate recommendations enabling participants to secure loan funding from relevant Regional Government Organizations (Department of Cooperatives, Industry and Trade, or Magelang City-owned Banks).
7. Conduct further studies regarding structural causes of unemployment among the productive-age population.
8. Incorporate non-governmental organizations (NGOs) in entrepreneurship training implementation to address demographic bonus challenges.

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