Multilevel Governance in Strengthening Job and Business Opportunities in East Lombok Regency, West Nusa Tenggara

Multilevel Governance dalam Penguatan Peluang Kerja dan Usaha di Kabupaten Lombok Timur, Nusa Tenggara Barat

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ABSTRACT

The progress of development and tourism in East Lombok Regency results in a need for labour and demands the mindset of society to be able to keep up with changes. Institutions of local communities such as pesantren (Islamic boarding school) and non-formal educational institutions provide services to the community for increasing competence. The community encourages the society to play a role in filling job and business opportunities and maintaining local wisdom. Community activities attract other actors from various levels, both government and private, to offer collaboration as an instrument to achieve goals. The community's expectation of collaboration is synergizing, not delegating bureaucratic affairs. This approach offers an inclusive and participatory relationship within the Multilevel Governance (MLG). This study uses a qualitative approach with a constructivism paradigm. Data collections was carried by observation, interview, and documentation. The aim of the research is to see how the community's expectations of the MLG approach are in strengthening job and business opportunities and how the community's SOAR strategy analysis maintains the sustainability. The results of the study show that the awareness of the actors in carrying out their roles and authorities creates a conducive environment for the community to be independent. The strategy SOAR analysis is in the OA quadrant, advantage of opportunities to achieve expectations by developing partnerships that create participatory dialogue to strengthen accessibility and support local potential

Keywords: community, learning centers, multilevel governance, training centers, SOAR

INTRODUCTION

The organization of management and governance is undergoing a paradigm shift from Government to Governance. The government has the authority to make policies but there are still many issues facing the society, thus making all elements of the society have responsibility in facing public problems. The implication of these changes is that the government is no longer the only actor in the running of the country. Various actors are involved in the process of policy making and implementation. They may include actors from different levels of government, from the municipal to the international, as well as non-governmental stakeholders (Cargnello & Flumian, 2017). Non-governmental actors such as the private and the community take on roles in governance of state administration. It creates a new relationship or interaction between the government and other actors, so the idea of collaboration and networking was born as an instrument to achieve the goals of the government in organizing and managing the administration of government. If we move away from this focus, and look instead at instances of multilevel governance that involve the coordination of ongoing intergovernmental support programs, we see evidence of multi-scalar calibration taking place mainly through informal but sustainable strategic networks and activities (Conteh, 2020). Governance paradigm emphasizes the process of governance in which every stakeholder is involved and has authority in the decision-making process so that this process offers a participatory and inclusive system of governance (Bevir, 2009). The pentahelix collaboration is collaboration involving five elements, that is government, society, media, business, and academia. These five elements need to implement its role well so that the purpose the program can be achieved effectively and efficient. Selection of sectors, organizations, or a team to take a role in this collaboration needs to be adapted to needs, goals, and objectives of programs to be implemented. The governance paradigm emphasizes the importance of collaboration between actors by maximizing the concept of pentahelix so that collaboration does not transform the path of synergy into the path of delegation or overflow of government affairs (Carayannis & Campbell, 2012).

Multilevel Governance (MLG) is a series of interactions that occur between policy makers at more than one level of government. Finally, it organizes several variables into a multilevel framework, enabling further analysis of the internal dynamics and causal pathways of collaborative governance and its performance. Together, these attributes can allow for the broad application of the integrative framework across sectors, settings, processes, issues, and time. (Emerson et al., 2012). The MLG approach in Indonesia has been in place since the 1998 reform era, which was characterized by decentralization in the form of delegation of authority and responsibility for the performance of management or administrative functions of government (Myers et al., 2016). This is expected to increase the effectiveness of policy implementation due to the involvement of local authorities in policy planning and execution, although in some studies there are still many obstacles such as poor inter-institutional coordination and conflicts of interest. For that, this study will see how the planning and implementation of MLG that can meet community expectations in strengthening employment opportunities and businesses in East Lombok Regency. East Lombok Regency is the area of origin of the largest number of Indonesian migrant workers in West Nusa Tenggara Barat (Kemnaker.go.id). The total workforce is 608.192 people consisting of 338.178 men and 270.014 women. The unemployment rate in East Lombok is 4.17 percent. Based on the level of education, workers in East Lombok Regency aged 15 years and above whose level of education is maximum of elementary school or equivalent is 50.17 percent. This shows that East Lombok Regency has workers whose education level is still relatively low (BPS Kabupaten Lombok Timur, 2022).

According to the Central Bureau of Statistics report of 2022, the number of unemployed in Indonesia until August 2022 is 8.42 million people. The government should be able to address the employment problem by implementing policies on training and education institutions in order to prepare superior and skilled human resources. One alternative to increasing employability competence is through community-centred development of regional potential (Sue et al., 2017). Strengthening institutions or communities such as Work Training Centers, Community Learning Activity Centers, religious youth communities of mosques or churches, as well as various other communities is an effort of community development by utilizing social capital owned. The capacity of communities in different regions and corners of the homeland needs to be safeguarded by various stakeholders with both moral and material guidance and support to maintain the sustainability of the development of the community itself. A new way of that shall include as primary objectives: accessibility and quality of life, as well as sustainability, economic viability, and social equity partnerships (Mladenovic et al., 2022).

According to Piattoni (2010), state agencies should work together with private interest groups and actors to coordinate public policy making so that the decision-making process involves the simultaneous mobilization of public authorities at different jurisdictional levels as well as non-governmental organizations and social movements. A private interest actor such as a community is a social unit or unity organized in the form of a group with a common interest. Human resources are important community capital in supporting community life (Adesetiani et al., 2022). The community approach emphasizes efforts to encourage the participation of community members in every decision-making process. The community-based approach to development is directed towards creating self-reliance and enhancing the capabilities of communities which hopefully reduces the level of dependency of communities on the government. The training centers in this case is the Community Work Training Centers or *Balai Latihan Kerja Komunitas* (BLKK) is one of the forms of synergy between the community and programs related to job training and business opportunities. The BLKK became very strategic because not only did the government help, but they were already established communities that existed in the grassroots position. Therefore, the institution has access to the labor market and is able to fill the labor market needs. In addition, ethnic groups also encourage the development of rural areas through elites who are members of the group for their ethnic interests and become a means of security for poor people who cannot receive direct benefits from the development of the area (Barlan et al., 2014). It is part of an effort to improve the competence of the workforce in the region. Moreover, Lombok is one of the favorite tourist destinations in the world according to the travel website Tripadvisor. The development of a special economic zone that is taking place in Mandalika also makes the workforce in Lombok expected to be able to fill job opportunities and businesses as well as be part of the development.

In addition to BLKK, another community that is an actor in strengthening employment opportunities and businesses in East Lombok Regency is the learning center in this regard is the Community Learning Activity Center or *Pusat Kegiatan Belajar Masyarakat* (PKBM). Law No. 2 of 2003 on national education refers to PKBM as a non-formal education unit. PKBM servers as a platform for various community learning activities aimed at empowering the potential to drive development in the social, economic, and cultural fields. PKBM aims to expand the opportunities of citizens to increase the knowledge, skills, and mental attitudes necessary in self-development and working for a living. PKBM is present in various corners of the village in accordance with its motto which is "Reaching the Unreachable". The diversity of learning at PKBM is tailored to the needs of the community. Based to the Central Bureau of Statistics report of 2021, Nusa Tenggara Barat has the second highest number of illiterate-population with 12.61 percent. Similarly, East Lombok Regency still has a literacy rate of 13.31 percent of the total population of 1.325.2 thousand people. Therefore, one of the programs of PKBM is the eradication of illiteracy through literacy education. Community engagement as a call to action for community development is also growing with the collaboration, participation, and initiative of the community and support from the government. The role of the community is also inseparable from the leadership that exists in the institution. The capacity of communities to thrive and develop requires the role of active and respected community leaders. According to Imperial et al. (2016) community capacity its shared network resources to strategically focus its efforts, foster a regional voice, attract new partners and funding, create shared tools, build organizational capacity, and implement systemic solutions that can be accomplished only through collaboration.

From a sociological point of view, the presence of communities such as BLKK and PKBM is very much needed as a form of community participation. This illustrates the existence of communication in development, where the government no longer dominates as the ultimate decision-maker because the form of programs and services are created from and for the community through training and education. The MLG approach implements the community's role in determining and implementing community service programs independently so that a sustainable ecosystem is formed in terms of strengthening employment opportunities and businesses (Yesilkagit & Jordana, 2022). Through effective coordination, the region attracts inward investment and creates valuable new programs, which increases the effectiveness of corporate support. The model proposes that when all these relational parties are interrelated, it results in the main outputs of network coordination efforts: attracting inward investment and sponsorship to the region, and the creation of value-added partnerships (Knox & Arshed, 2021).

Based on the literature review, previous research on MLG as an approach offers inclusive action from both governmental, private, and community actors. MLG in the framework of the Covenant of Mayors generates participation and engagement of small and medium-sized cities in reducing greenhouse gas emissions. It illustrates an example of successful collaboration between different levels of government

(Melica et al., 2018). Decentralization and stakeholder participation can help reduce conflict, encourage systematic learning, and deal with complexity. Approaches using MLG theory are expected to overcome challenges by encouraging cross-organizational cooperation (Dressel et al., 2020)

In reality, MLG collaboration is like two blades. Daniel and Kay (2017) summaries MLG systems can potentially bring, putting effectively functioning systems in place can pose a number of challenges. One of the issues involves the maintenance of two values upon which many of our traditional governance systems were based: clear lines of accountability and representative democracy. On the one hand, it can help sustain community movements, but it can also often leave communities in limbo and even die if aid is cut off. What makes a community place such high expectations on other actors such as government, private sector, academia, business, and media as synergies in achieving the goals of community development? How can a community of pensioners who are synergistic with the government in developing the BLK community still have doubts about its sustainability? How is it that community education communities like PKBM, which have a long history of providing education and skills services to rural communities in East Lombok Regency, still face accreditation challenges in terms of bureaucracy and other legitimacy issues? Therefore, the formula of the problem to be answered in this study is: How does the community react to the MLG approach in strengthening employment and business opportunities? And how does SOAR's analysis of community strategies in sustainability strengthen jobs and businesses? Thus, the purpose of this study is to see how the community's expectations of MLG approach in strengthening employment and business opportunities as well as formulate an analysis of the community's SOAR strategy in maintaining the sustainability of strengthening employment and business opportunities.

This study uses Simona Piatonni's MLG theory as an analytical knife to examine the issues in this study. It analyses the community behaviour and other actors in the process of strengthening employment opportunities and community-based enterprises. So, the guiding hypothesis in this study is that communities place high expectations on the sustainability of job and business empowerment services in the collaboration offered by stakeholders in this government and private through the MLG approach.

METHODS

The approach used is a qualitative approach. Qualitative research means the process of exploring and understanding the meanings of individual and group behavior, describing social problems or human problems. (Creswell, 2016) asserts that qualitative approaches are used to answer research questions to focus on the interaction and communication of individuals and groups and to be able to explain why individuals and groups interact with the approach. The paradigm used as a foundation is the constructivist paradigm. Eriyanto (2015) explains the constructivist paradigm of seeing reality in the form of mental constructs that are based on social and experiential, local and specific characteristics.

The research process includes making research questions and procedures that are still temporary, collecting data in participant settings, inductively analyzing data. It also builds partial data into the theme, and then provide an interpretation of the meaning of the data. The qualitative approach is used because it looks at the character and condition of the organization or group or community. The qualitative approach also helps researchers in investigating, finding, describing, and explaining the idiosyncrasies of social phenomena that cannot be explained, measured, or described through quantitative approaches (Sugiyono, 2011). Then this research becomes relevant to understand and analyze the phenomena and findings in this study.

This research was carried out at two institutions, namely the Maraqitta'limat Community Work Training Center (BLKK) and the Assyuro Lombok Creative Community Learning Activity Center (PKBM). The reason for choosing these institutions is because: (1) Both are in the position of 'grass roots' that have access according to the needs of the labor market so that they can fill the needs of the labor force. (2) Maraqitta'limat BLKK is located in Mamben Daya Village which is the most populous village in Wanasaba District. (3) PKBM Assyuro Lombok Creative is located in Masbagik Village which has the second largest population in East Lombok and most of the tribal area of Sasak.

The study will be conducted over a five-month period from October 2022 to February 2023, with 10 key informants comprising institutional/community managers, community beneficiaries, local governments, central governments, the private sector, and investors. The informant selection method used in this study is purposive sampling. According to Creswell (2016), in qualitative research, the object/participant to

be studied is determined by the researcher i.e. the selection of the person or place that can best help us in understanding a phenomenon. So the selection is done deliberately based on the quality of knowledge possessed by the informant (Tongco, 2007). Considerations used in selecting an informant are based on the expert's education, experience, and track record.

The data collection techniques used are observation, interviews, and documentation. Observation is used by researchers to observe the physical condition, facilities and infrastructure as well as the activities of the community in general. In-depth interviews are used by researchers to gather information that is impossible to obtain through observation. A vast number of facts and data are stored in documented materials. This documentation takes the form of letters, diaries, reports and so on (Gunawan, 2013).

The data analysis techniques in this study are as follows: First, collect data in every instance related to the study. Activities in qualitative data analysis are interactive and continuous until the data is saturated (Miles et al., 2014). Second, data reduction is the process of selecting, simplifying, abstracting, and transforming newly acquired raw data from the field. The data collected is still generic and random, then summarized and focused on the important things, grouping themes and categorizing. In this stage, the researchers also used the Corbin and Strauss models. According to Corbin & Strauss (2014), qualitative data analysis consists of three main types of coding: open coding where the analysis of data is specifically related to the cultivation of the main idea and the careful categorization of phenomena. Next comes axial coding, where the data is broken down into categories. The last is selective coding, which integrates these categories to form the main discussion of the reduced data. The third is the display of data, which is any data that has been reduced to be presented for analysis or provisional conclusions. Data presentation is most often used using narrative texts, as social phenomena are complex and dynamic. Fourth, inference/verification is the process of drawing conclusions by combining data obtained from observations, literature studies, and in-depth interviews.

RESULTS AND DISCUSSION

Community action and potential on MLG practice: collaboration or delegation?

The results of the interview with Suhamdi, the founder of the educational community in the eastern mines stated that local actors or local communities such as Maraqitalimat (MQL) and Asyyuro Lombok Creative (ALC) are communities formed from community initiatives, communities that establish, plan and make decisions on the type of training held. The move was then supported by assistance from the central government such as building and equipment establishment assistance from the Ministry of Manpower or *Kementerian Tenaga Kerja* (Kemnaker) to maraqitalimat and the synergy gave birth to the Work Training Hall, as well as operational assistance from the Ministry of Education and Culture or *Kementerian Pendidikan dan Kebudayaan* (Kemdikbud) to PKBM ALC although the assistance was not routine and not continuous. The interesting thing is that the program runs on community initiative so that the government in this case is not the main or dominant actor of the program. Piattoni (2010) states that community service is maximized when there is an MLG approach characterized by the role of actors who have the authority over each other. BLKK MQL and PKBM ALC are communities that have been running community competence improvement services for many years with or without the help of other parties. Changing times and technology are demanding both communities to accelerate innovation even more as the pandemic continues to devastate the economy. The informal sector communities are able to rise up and become the backbone of the economy. Other actors, both governmental and private, who are currently required to support the community, also take part in community improvement services in East Lombok Regency.

Table 1 is an open coding analysis of the interview transcripts to obtain the key ideas or keywords that contain meaning and illustrate the intrinsic value of the informant's statement.

The community has its own master plan based on community needs, containing its vision, mission, organizational structure, and work program. After obtaining a certificate of competence, BLKK graduates will be accommodated in the Maraqitt'limat foundation as computer operators. BLKK also cooperates with a number of village/district offices, so that BLKK graduates can work as computer operators in government offices. The community also has proposals and social media as a means of information to open up networks with the government/private sector as well as with the community

Table 1. Open Coding

Informant (Initial)	*Quotation* Informant	Key words/Theme ideas
Community Work Training Center / BLKK (HJ)	*We determined what kind of training did see what the residents of this village needed. We're in consultation with the Foundation. We spread information through banners, through social media and websites and asked for data from the village government and village head or asked the village government to invite citizens who need training in BLKK, that is, those who are unemployed at home.*	Determine the type of training Consult with the community and stakeholders
Community Learning Activity Center/PKBM (SH)	*Starting from the concern of the high unemployment in the districts of Masbagik in addition to that there is still a lot of illiterate people that's why I was supported by the youth of this village to set up this institution.* *Looking at the needs of the community as well as the sources of problems in the community such as illiteracy and unemployment and then determining the type of program that can be a solution to the problems in the community.* *We do partnerships with government agencies and private ones. Not only did we propose funding but we also solicited help in other ways like teaching materials, practical materials and so on.*	The manager works with the village to identify problems in the community Managers open their hands to stakeholders who want to synergize and collaborate
Stakeholders / Private (LH)	*UMKM performers from different regions of NTB have participated in the side events of Lombok Sumbawa Fair and Nusantara Festival. WSBK also involves NTB's best talents to fill and support the side event and the opening race that showcases the richness of NTB Culture.* *ITDC is optimistic about the sustainability of the multiplier effect for the surrounding communities and the NTB community in general.* *ITDC also provides or facilitates a place for the Ready to Work camp which works with BLK Lombok Timur in expanding access of BLK/BLKK graduates throughout the NTB region. The picture above shows how the goodwill of the ITDC is reflected in its impact on the local community, including access to employment and business opportunities.* *So far we're not directly involved, but we're ready to provide space for community/BLKK graduates to intern.*	The private sector wants the multiplier effect of synergy with the community towards the progress and development of the region Private sector opens access for BLKK graduates for internships and provides practical tools assistance.
Stakeholder/ Government (IND)	*In some respects it is still limited the ability of managers for institutional development that may be due to differences in background, education, socioeconomic, and geographical must be more accelerated knowledge in terms of institutional to meet national standards, as well as still strong dependence on aid and funding support from the government.* *The performance of the institution in socializing, inviting, educating the citizens of the community to be able to participate as soon as they finally feel confident, adding insight and knowledge to their stock to earn a decent living. The limitations of the job also make it impossible for everyone to be absorbed.*	Institutional independence by not relying on government funding.

Description: Presentation of open coding, axial coding, and selective coding (Corbin & Strauss, 2014)

itself. The MLG approach is expected to foster the strengthening of business and employment opportunities based on local wisdom and to foster a strong sense of belonging and shared responsibility.

After the completion of the internship, the participants will be tested for competence, if the new graduates will be awarded a certificate. Then the participants who graduate will then be placed in industries that require their skills, this is called placement-based training. For those who are not absorbed in the industrial world, they will be guided to become self-employed. The managers of community work training centers (BLKK) are also required to continue to innovate and strengthen cooperation networks with the industry in preparing qualified and productive workforce.

The role of stakeholders is also expected to be as serious as the community in supporting the provision of land or business premises. Limited employment and capital make it impossible for everyone to fill those opportunities. From the private side in this regard Indonesia Tourism Development Corporation (ITDC) has tried to provide a multiplier effect as well as a positive impact for the people of Lombok. These include the number of labour absorption, the involvement of SMEs, and the increase in the average occupancy of hotels in the region and its surroundings, as well as the increased turnover of a number of tourists. Especially if there is an event, the private sector is able to absorb as many as 1,557 people in the workforce who serve as marshals, crowd control, waste management, security, cleaning service, hospitality, ticketing, and others. While as many as 445 SMEs from different regions of Lombok have participated in the side events of Lombok Sumbawa Fair and Nusantara Festival. The private sector also provides or facilitates venues for the "Ready to Work" initiative that works with BLK Lombok

Table 2. Axial Coding

| Key words/Theme ideas	Conceptualization	Categorization	Theme
Determine the type of training (type of service)	Community services as needed	Deciding on the type of service	Local potential
Consult with the community and stakeholders	Policies are made by involving stakeholders	Coordination between sectors	Participatory dialogues
The manager works with the village to identify problems in the community	The community determines the program according to the local potential	Training services tailored to the needs of the community/local expertise	Community character
Managers open their hands to stakeholders who want to synergize and collaborate	Open to collaboration	There's a synergy between the actors	Synergy of the Community
The private sector wants the multiplier effect of synergy with the community towards the progress and development of the region	The impact of collaboration between actors	Involvement of stakeholders	Partnerships
The private sector opens up access for BLKK graduates to internships and provides practical tools	Collaboration between actors	Involvement of stakeholders	Partnerships
Institutional independence by not relying on government funding	Communities move with or without government assistance	Potential of the Community	Sustainability

Timur in expanding access of BLK/BLKK graduates throughout the Lombok region. The above picture shows how well-intentioned the private sector is in delivering impact for local people including access to employment and business opportunities. However, it is still a problem that the event does not run throughout the year, so the sustainability of employment and business opportunities is uncertain.

Table 2 is an analysis of axial coding that processes open coding data to conceptualize, categorize, and thematize data in order to obtain conclusions that are the focus of the research.

From the axial coding done above, it is shown that the MLG that occurs in the strengthening of employment opportunities and businesses in East Lombok Regency has been running in accordance with policies made by each actor. Hierarchical approach type where each actor focuses on its

competence and authority they carry. MLG makes each actor connected and integrated from national to local level and the role of each level is seen as specific and each interaction offers additional potential of MLG as an approach in achieving common goals.

Figure 1 is a categorization of selective coding results that have been reduced to select and display axial coding data relevant to the topic.

(a)

(b)
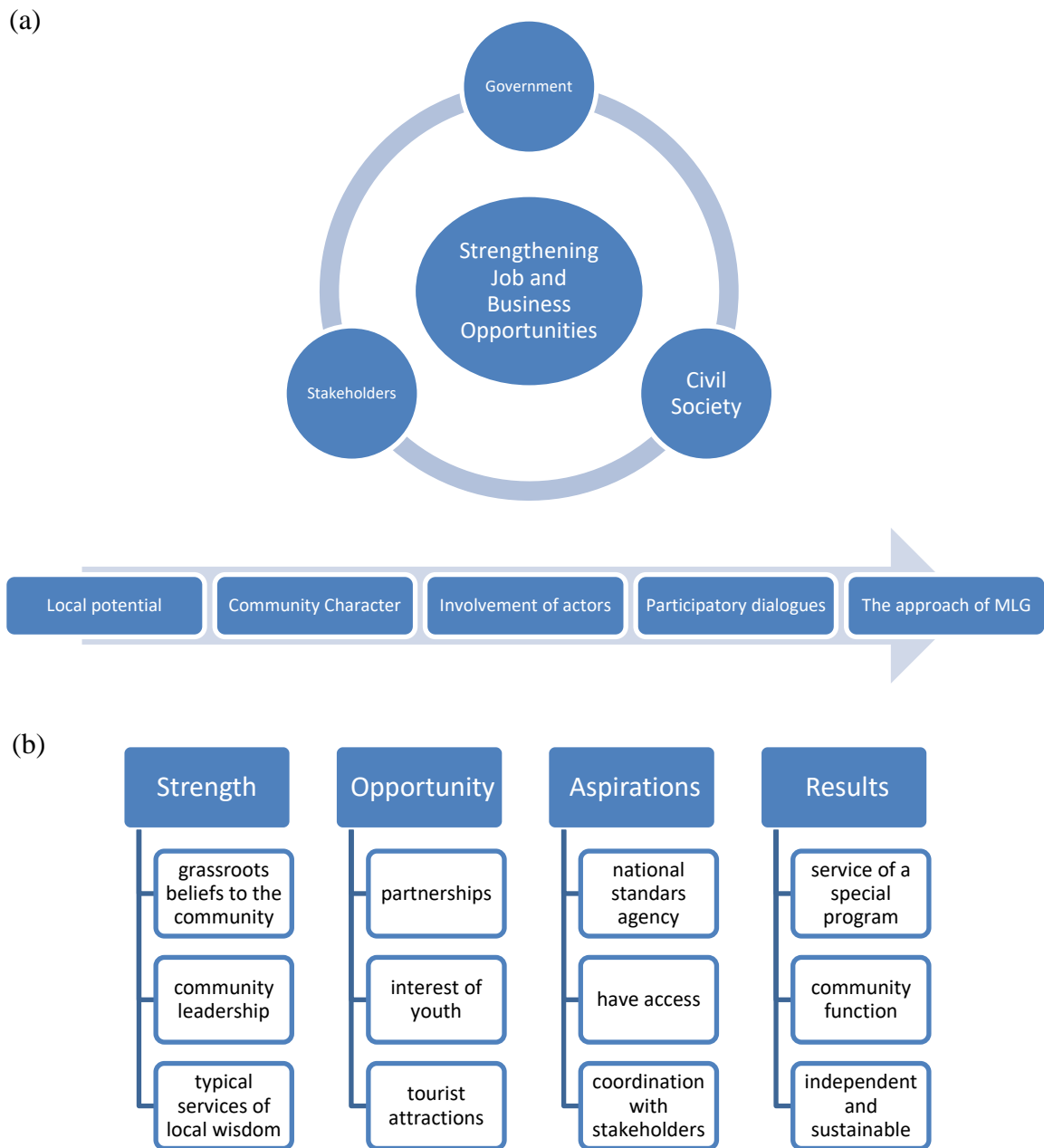
Figure 1. Results of selective coding. The discussion community expextacions on the practice of MLG. The discussion of the SOAR framework.

Training and education services are very much needed in the countryside, but not all citizens are literate or even have the awareness to access information to get these services, for that it is also necessary to have a champion or village youth who is willing to move to make a change and make a difference in his village. The easier the public has access to information, the greater the public's insight.

East Lombok has one of the unique traditions of "marriage kidnapped". The tradition reaps its own pros and cons in society. The tradition goes against the grain when it's run by minors. Still the high rate of child marriage should be a shared concern (According to the East Lombok Central Bureau of Statistics report of 2022). Children should be given guidance to graduate from school and become self-sufficient. Even though they can't go on to college, they can develop their skills or improve their competence in

the training halls that are available. Once again, the training centers became one of the solutions in the community, as stated by RR, BLK alumni as follows:

> *"I did not follow my family's wishes for me to go to college in a big city, I chose to attend tour guide training at BLK East Lombok. Even though I didn't go to college, I had aspirations and dreams. By joining BLK, I really hope to achieve my dream of working in my homeland and protecting its nature. I am very interested in environmental issues and by being a tour guide, I can remind tourists both local and foreign to enjoy the nature of Lombok but still take care of our nature."* (RR, graduated from BLK, 5 November 2022).

Lombok Timur is the regency with the highest economic growth in NTB throughout 2020 and Masbagik village is in the top 10 best villages with information openness (BPS Kabupaten Lombok Timur, 2022). Another interesting thing is that, based on the BPS data, infant mortality is decreasing because of the improved quality of life of NTB women. This is in line with the number of illiterate people declining significantly each year. Although there is still a tradition of kidnapping marriages that lead to early marriage, but with the education of various parties that opened the eyes of the people, especially the youth in Lombok became more concerned with improving the quality of life.

BLK Community started operating in 2019 with the target of training participants are the graduated of the school and the community around the Maraqitta'limat Foundation who want to improve their qualifications in the field of information technology. The training is free for 16 participants. The Community Work Training Centers (BLKK) has the task of carrying out training, empowerment and competence testing of the workforce with excellence in the field of information technology. This Community BLK in carrying out its operational activities is coordinated with BPVP East Lombok as the Community BLK builder Maraqitta'limat Foundation and the General Directorate of Training and Productivity Construction of the Ministry of Manpower and Transmigration of the Republic of Indonesia.

PKBM Assyuro Lombok Creative located in Masbagik village of East Lombok is a learning center that is present in the community for easy access by the community. PKBM's service programs are very diverse, such as equality education (Packages A, B, and C). Equality education is non-formal education aimed at citizens who do not have the opportunity to receive formal education in school due to economic and other constraints. There is also equity education, which helps people aged 15-59 who are still illiterate to learn to read and write and become self-sufficient. PKBM has a learning system that tends to be flexible in terms of time, location and flexible uniforms. Learning takes place in accordance with the agreement of the PKBM organizers with the students. Lifelong learning in the community is facilitated by the presence of learning centers such as PKBM.

Partnerships or networks that have already been established with PKBM ALC include 1) BPPNFI (Computer courses), 2) The Ministry of Religious Affairs (establishment of TPQ Asyuro), 3) Pusdasip (traveling library), 4) NTB Language Office (reading collection and sending of ambassadors of the language), 5) Interfaith Foundation of Australia (sending graduated of the language course), 6) Department of Cooperatives and SMEs (Private multi-business cooperatives), 7) Department of Industry and ESDM (acquisition of a handicraft center in East Lombok, 8) Department of Tourism (development of handicrafts), 9) The Ministry of Education, Culture, Research, and Technology (acceleration of blind spelling, development of TBM).

The hope of the community is that the community will no longer become an object of development but also have a part or a role in filling the job opportunities and enterprises. As the MLG approach according to Myers et al. (2016) states that MLG practices do not offer a model of power distribution or delegation of governmental affairs but explain how power makes decisions that involve and present collaboration between different types of actors.

Community experience-based strategies in the analysis of SOAR

The formulation of development strategies in maintaining the sustainability of strengthening employment opportunities and community-based enterprises in East Lombok Regency is based on the results of the Strength, Opportunities, Aspirations, and Results (SOAR) Analysis Stavros et al. (2003) offer the concept of SOAR which is derived from the Appreciative Inquiry (AI) approach as it seeks alternative problem solving to uncover previously overlooked possibilities in the process of developing an institution. The SOAR concept is expected to be able to be developed to measure the institution's capacity in making future strategies.

The SOAR analysis stage begins with internal and external weighting calculations starting with identifying strengths, opportunities, expectations, and outcomes according to the condition of the Community BLK and PKBM as a service institution to enhance competence and skills. Based on discussions with interviews with 2 managers of the institution, 4 stakeholders, and 4 graduated of the institution. The results of internal and external identification are as follows:
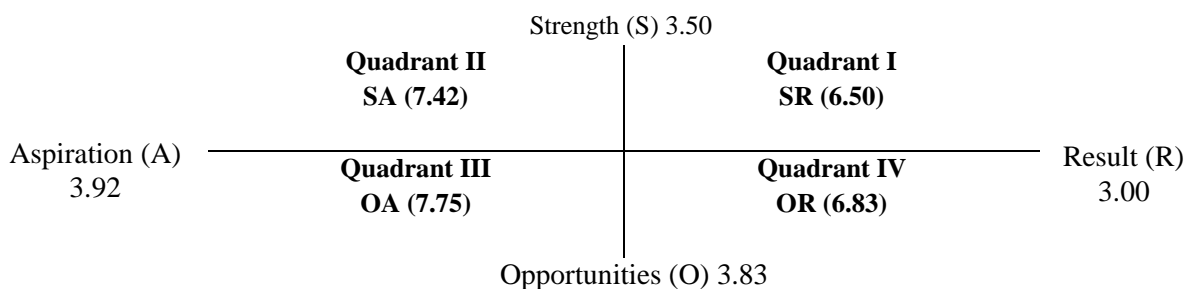
Table 3. Internal-External Factors in the Strengthening of Job and Business Opportunities

Strategic Internal Factors		Weighted	Rating	Score
Strength (S)				
S1	The community is in a grassroots position	0.50	4	2.00
S2	Strong and respected leadership	0.33	3	1.00
S3	Provision of typical services of local wisdom	0.17	3	0.50
	Number of Scores	**1.00**		**3.50**
Aspirations (A)				
A1	Institutions meeting national standards of education/training (accredited)	0.42	4	1.67
A2	Accessibility (employment and enterprise)	0.50	4	2.00
A3	Coordination between related services/institutions	0.08	3	0.25
	Number of Scores	**1.00**		**3.92**
External Strategic Factors				
Opportunities (O)				
O1	Partnership (self-employed)	0.50	4	2.00
O2	Interests of the younger population	0.33	4	1.33
O3	Tourism Destination (National Priority Economic Areas) and other tourist attractions	0.17	3	0.50
	Number of Scores	**1.00**		**3.83**
Results (R)				
R1	Outstanding Special Programs and Services	0.28	3	0.85
R2	The community functions as a training and education center	0.22	3	0.65
R3	A self-sustaining community	0.50	3	1.50
	Number of Scores	**1.00**		**3.00**

Table 3 is a column of factors arranged according to the SOAR framework, followed by weighting, rating, and scoring. The rating for each factor ranges from 4 (outstanding) to 1 (poor) based on the impact of the factor on the condition of the institution. The score is obtained by multiplying the weights and the ratings to obtain the total score from the sum of the weights: (a) Total Score of Strength (S) 3.50; (b) Total Score of Opportunities (O) 3.83; (c) Total Score of Aspirations (A) 3.92; and (d) Total Score of Results (R) 3.00.

After obtaining a score for each factor, the score is entered into the SOAR cartesian diagram. Cartesian diagrams are used to determine where the right quadrants lie as an institution's sustainability strategy. Quadrant valuation results can help to identify the situation and position faced by the institution according to internal and external factors.

The matrix analysis based on the total score above is:

Strength (S) 3.50

Quadrant II SA (7.42)		**Quadrant I** SR (6.50)

Aspiration (A) 3.92

| **Quadrant III** OA (7.75) | | **Quadrant IV** OR (6.83) |

Result (R) 3.00

Opportunities (O) 3.83

Figure 5. Cartesian Diagrams of SOAR

The preparation of a sustainable strategy for strengthening job and business opportunities refers to the results of the space matrix, namely the strengthening position is in quadrant III. The next step is to create a combination of SOAR matrix strategies as follows:

Table 4. The Matrix of SOAR

Internal / External	Strength (S)	Opportunity (O)
	1. The community is in a grassroots position 2. Strong and respected leadership 3. Service of community education	1. Partnership with private (priority economic areas) 2. Young population 3. Tourism destination
Aspirations (A) 1. Institutions meeting national standards of education/training (accredited) 2. Accessibility (to the business world and the industrial world) 3. Opening space for participatory dialogues	**SA** Fulfil accreditation in order to open access to the business world and the industrial world and open participatory dialog by utilizing leadership and community presence in the community	**OA** Develop partnerships that create space for participatory dialog to strengthen accessibility and support local potential
Results (R) 1. Provision of typical services of local wisdom 2. Become a community of excellence 3. Independent and sustainable community	**SR** To become an excellent community with leadership capital and distinctive programs so that it is able to become an independent and sustainable community	**OR** Develop partnerships and collaborations by enhancing strong institutions as well as creativity and innovation in institutional programs

Based on the SOAR matrix diagram, the highest score has been obtained in Quadrant III, namely the OA Strategy, but other strategies still function as alternative strategy options from the factors that have been carried out. The following are alternative strategies from the SOAR matrix from highest to lowest score based on the SOAR matrix:

1. The OA strategy is a strategy derived between Opportunities and Aspirations. This strategy produces alternatives in the form of developing partnerships that create space for participatory dialogue to strengthen accessibility and support local potential.
2. The SA strategy is a strategy obtained between Strength and Aspirations. This strategy produces alternatives to fulfil accreditation to open access to the business world and the industrial world and open participatory dialog by utilizing leadership and community presence in the community.
3. The OR strategy is a strategy obtained between Opportunities and Results. This strategy produces alternatives to develop partnerships and cooperation by increasing strong institutions and creativity and innovation of institutional programs.
4. The SR strategy is a strategy obtained between Strength and Results. This strategy produces alternatives to become a superior community with leadership capital and distinctive programs so as to become an independent and sustainable community.

The calculation of the SOAR matrix results directs institutions to create strategies that are oriented towards the expectations to be achieved by utilizing existing opportunities. The relevant strategy is to build sustainable partnerships, have a wide network of cooperation with stakeholders. Institutions located in tourism destinations must be able to help the community to fill the job market and entrepreneurship and support local potential. The presence of partnership opportunities in the form of stakeholder support and qualified youth leadership and human resources will help institutions utilize their strengths. The support of various actors is needed to make community-based institutions superior, independent and sustainable.

The institutions in this study, namely BLK and PKBM, present a dialog with the community and stakeholders from the planning stage to evaluation. This has an impact on making decisions based on the needs of the community itself. Similarly, PKBM departs from community problems in the form of illiteracy and unemployment rates, so that the training provided by the institution is able to become a solution that is trusted by the community. This attracts other actors to present collaboration by building networks and cooperation. The movement of each actor brings impact and change so that the sustainability of education and entrepreneurship services can take place. The multi-level approach reinforces that the presence of stakeholders is a must in the integration of movement towards the goals to be achieved.

CONCLUSION

This paper concludes that community organizations use a multi-level governance approach that makes the organization run programs and make decisions based on community needs. This must be supported by every actor involved by carrying out their respective obligations and responsibilities. The government needs to integrate the roles of all elements and resources so that no one is left behind. The challenge that is present is when the organization is confronted with various interests that can make the organization dependent on the help of other parties so that if there is no help, the organization stops its steps.

Not all organizations are able to survive and live long in providing services in the midst of society. Organizations that are able to become solutions to community problems are organizations that have a long-term impact. In this research, community-based organizations that move from and for the community itself. Organizations can also be hampered if one of the elements or actors does not carry out its duties properly. Such as delays in information that prevent other actors from carrying out their duties so that the program cannot run optimally. For this reason, dialogue space is one of the main strategies obtained from the SOAR analysis in this study.

Based on the analysis of the multilevel approach, community-based organizations must have strategies that are able to make the organization independent and sustainable such as developing partnerships, opening spaces for dialogue, strengthening accessibility and supporting local potential. For future researchers, it is necessary to conduct research on how organizations that have accountability do not run programs that are formalities or business as usual, as well as how sustainability strategies that not only make the community survive but are also innovative and have an impact on the wider surrounding area.

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