

ABSTRAK

Agenda pembangunan sosial yang melibatkan korporasi semakin mengemuka dalam diskursus pembangunan nasional dan diposisikan sebagai salah satu instrumen akselerasi pembangunan nasional. Salah satu bentuk konkret dari upaya tersebut diwujudkan melalui program Balai Ekonomi Desa (Balkondes) di kawasan Borobudur yang dikemas dalam bentuk program *corporate social responsibility* (CSR) perusahaan BUMN. Penelitian ini bertujuan untuk mengkaji secara kritis praktik tata kelola kolaboratif dalam implementasi program Balkondes Borobudur dengan mengoperasionalkan *Collaborative Governance Framework* dan perspektif *Jurisdictional Approach*. Pendekatan studi kasus digunakan untuk mengelaborasi fenomena kolaborasi di Balkondes. Hasil penelitian memperlihatkan bahwa praktik tata kelola kolaboratif dalam implementasi Balkondes dibangun melalui beberapa tahap yakni; pembentukan jaringan koalisi, deliberasi adaptif, serta mobilisasi sumber daya yang menyatukan kepentingan multi-aktor dalam kerangka relasional baru. Keberhasilan program dipengaruhi oleh sejumlah determinan kunci, di antaranya adanya masalah bersama yang ingin diselesaikan; dukungan politis dari *focal actor*; ruang deliberasi yang tersegmentasi; jaringan kemitraan BUMN, serta mobilisasi sumber daya yang terorganisir. Dengan demikian, penelitian ini menyimpulkan bahwa Balkondes merupakan praktik representatif dari tata kelola kolaboratif berbasis komunitas yang potensial direplikasi di konteks lain, namun membutuhkan penguatan prinsip *shared governance* agar desa tidak direduksi sekadar sebagai operator teknis, melainkan ditempatkan sebagai *co-creator* pembangunan.

Kata Kunci: tata kelola kolaboratif, balai ekonomi desa, *corporate social responsibility*, CSR

ABSTRACT

The social development agenda involving corporations has increasingly gained prominence in the national development discourse and is positioned as one of the instruments for accelerating national development. One concrete manifestation of this effort is the Balai Ekonomi Desa (Village Economic Center, or Balkondes) program in the Borobudur area, implemented as a form of corporate social responsibility (CSR) initiative by state-owned enterprises (SOEs). This study aims to critically examine the practice of collaborative governance in the implementation of the Borobudur Balkondes program by operationalizing the Collaborative Governance Framework and the jurisdictional approach perspective. A case study approach is employed to elaborate on the phenomenon of collaboration within the Balkondes initiative. The findings reveal that the practice of collaborative governance in the implementation of Balkondes is constructed through several stages: the formation of coalition networks, adaptive deliberation, and resource mobilization that unites multi-actor interests within a new relational framework. The success of the program is influenced by several key determinants, including the presence of a shared problem to be addressed; political support from the focal actor; segmented deliberative spaces; SOE partnership networks; and organized resource mobilization. Accordingly, this study concludes that Balkondes represents a community-based collaborative governance practice that holds potential for replication in other contexts. However, strengthening the principle of shared governance is necessary to ensure that villages are not merely reduced to technical operators but are positioned as co-creators of development.

Key Words: *collaborative governance, balai ekonomi desa, corporate social responsibility*