

Policy Network in Implementing the Green Open Space in Luwu Timur

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Abstract. *In the Luwu Timur district, green open space or RTH development is typically focused in Malili district's capital, making it difficult for residents of rural areas to access it. The public's lack of involvement in the design and management of RTH, as well as its significance and advantages for the environment and general well-being, are not well known. Determining the scope of the policy network amongst stakeholders in the Open Green Space implementation is the achievement of this study. Qualitative research methodology is applied; thus, methods of gathering data include documentation, library research, interviews, and observations. Among the steps in data analysis are data reduction, data grouping, data interpretation, and conclusion formulation. The study's findings indicate that the local government of Luwu East, DLH, PUPR Service, PT CLM, PT Vale, PT Pegadaian, and Bank of Sulselbar are the official agents in the policy network. While each stakeholder has contributed initiatives to support the development of Green Open Space (RTH) in Luwu Timur District, the efficiency of the policy network remains subject to further assessment based on clearly defined performance indicators. The Bupati Luwu East decision was the foundation for the network's SK No. 200/D-10/V/Year 2022 structure, although it lacked specifics about roles and responsibilities.*

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INTRODUCTION

The development of Green Open Space (GOS) or *Ruang Terbuka Hijau* (RTH) in Luwu Timur Regency is predominantly concentrated in the capital area, Malili, thereby limiting access for communities residing in other sub-districts (Valones & Junaedi, 2023). According to Ignatieva et al. (2023), public awareness regarding the ecological, social, and aesthetic benefits of RTH remains insufficient. Moreover, citizen participation in the planning and management of RTH is minimal, which undermines the sustainability of such programs (Salsabila et al., 2023; Mabelis & Maksymiuk, 2009). Local government limitations in terms of financial resources, human capital, and institutional capacity further impede the effective development and maintenance of RTH. Consequently, several existing RTH sites are poorly maintained, underutilized, and fail to contribute meaningfully to urban liveability or environmental quality.

The current condition reflects a broader structural issue wherein green spaces are not spatially integrated across the region. Ideally, open spaces should be transformed into well-defined, accessible, and ecologically functional zones that serve both environmental and community needs (Sepe, 2025; Vinod & Krishnaveni, 2020). Although policy frameworks acknowledge the importance of stakeholder collaboration, the role of local communities remains marginal. The lack of inclusive governance reduces the sense of ownership and may compromise the long-term success of RTH programs. Align with research from Geekiyanage et al. (2021); Pedersen et al. (2022) and Kiss et al. (2022), to address these gaps, future policies should

incorporate participatory planning mechanisms, community-based maintenance systems, and structured public consultations.

Legally, the foundation for RTH management in Luwu Timur is provided by Regional Regulation (Perda) No. 41 of 2011, which mandates a minimum allocation of 30% of land area for green open space to maintain ecosystem balance, particularly hydrological and ecological functions (Wiryawan, 2023; Soedwihajono et al. (2024). The regulation also encourages participation from government, private entities, and the public in greening efforts, including rooftop planting initiatives. In urban planning, RTH serves as an integral part of green infrastructure that promotes environmental sustainability, enhances public health, and contributes to community well-being (Jabbar et al., 2022).

Research has shown that urban areas often receive less attention in green space management due to impermeable surfaces and limited vegetation cover, whereas suburban zones have more expansive and biodiverse green configurations. In Luwu Timur, multiple agencies including the Environmental Agency (DLH), the Spatial Planning Office, and Public Works are involved in RTH governance. However, regulatory overlap and fragmented coordination remain persistent challenges. According to Lindgren et al. (2021) and Pomeranz & Stedman (2020), effective environmental governance must align with good governance principles, emphasizing transparency, collaboration, and legal certainty.

Policy implementation success is highly contingent upon the synergy of involved actors who share a common vision and operational coherence (Cairney, 2025). In this context, network theory provides a useful analytical lens. Policy networks are defined as systems of interdependent actors or organizations that exchange resources and collaborate to achieve shared policy outcomes (Hedlund et al., 2021). The network perspective highlights the importance of mutual dependency, trust, and resource sharing (Alshwayat et al., 2021). Despite formal structures, the success of RTH policy implementation in Luwu Timur hinges on the actual quality of inter-actor collaboration.

Based on data from the Luwu Timur Environmental Office, green open space currently accounts for only 8.29 km² or 0.12% of the total district area, far below the mandated 30% threshold. This significant discrepancy signals the need for more robust and inclusive governance arrangements. The application of policy network theory suggests that successful RTH development requires clearly defined roles, integrated actions, and performance-based accountability (Shahan et al., 2021). Without these elements, even well-intended initiatives risk stagnation or inefficiency.

METHODS

Data collection for research is carried out using the descriptive qualitative method (Sugiyono et al., 2021). This study employs a qualitative descriptive approach to explore the dynamics of policy networks in the implementation of green open space (Ruang Terbuka Hijau/RTH) in Luwu Timur. The qualitative descriptive method is well-suited for producing detailed descriptions of stakeholder roles and interactions in natural settings, emphasizing clarity and practical relevance over theoretical abstraction. This approach is appropriate for the research objective, which is to map and understand policy implementation dynamics rather than explore deeply personal lived experiences (as in phenomenology) or analyze a bounded case (as in case study). This particular research question, for example, concerns people who are generally the least knowledgeable about what is being studied as a subject of the study, or perhaps it is a question that can be answered to help the researcher better understand the subject or situation in question drawn from social studies. Research Design and Rationale The qualitative descriptive approach allows researchers to examine stakeholder interactions, coordination, and policy implementation with minimal abstraction. It was selected to provide a straightforward, empirically grounded account of the roles and relationships among policy actors involved in RTH development in Luwu Timur. Sampling Strategy This study used purposive sampling to identify key informants with direct relevance to the research questions. The criteria for informant

selection included: (1) official roles in RTH planning or implementation, (2) institutional affiliation with relevant government agencies (e.g., DLH, PUPR), or private companies (e.g., PT Vale, PT CLM, PT Pegadaian, Bank Sulselbar) involved in RTH development through CSR programs. A total of 18 informants participated in the study, including department heads, CSR representatives, planners, and program implementers. This selection ensured representation from both public and private stakeholders within the policy network. The data collection methods used in this study include observations carried out in the early stages of the interview. First, the observation is done by coming to the site to see, observe, and record the things being investigated, to get data and insight into the policy implementation process. Second, the researchers conduct interviews with several informants by visiting the site directly.

Thirdly, the library study is conducted by reading and exploring books and various literature through the Internet that relate to concepts and theories that support discussions on green open space policy implementation-based network between stakeholders (Babbie, 2020). Fourthly, the documentation that researchers carry out is to conduct studies on documents to obtain data in the form of writing, pictures and works on the implementation process of RTH Implementation. Data Collection Procedures The following methods were used for data collection: (1) Observation, Conducted during early fieldwork stages through direct site visits. Researchers recorded field notes on inter-agency activities, implementation practices, and stakeholder interactions in green open space areas; (2) Semi-structured Interviews, Conducted with 18 informants between December 11 and 25, 2023. Interviews lasted 45–60 minutes, were audio-recorded with permission, and transcribed. Topics included informants' roles, coordination mechanisms, policy challenges, and perceptions of RTH implementation; (3) Document Review, Relevant policy documents were analyzed, including SK Bupati No. 200/D-10/V/2022, Regional Regulation No. 41 of 2011, CSR agreements, and internal planning reports. These sources helped contextualize and verify information provided during interviews; (4) Literature Review: Supporting literature was reviewed to understand conceptual frameworks around policy networks and urban green space governance. Timeline Clarification While fieldwork occurred from December 2023, earlier phases such as proposal development, tool design, and coordination with local agencies were conducted in November 2023. Thus, the two-week data collection period was a culmination of prior planning efforts, ensuring efficient and targeted field activities. Data Analysis Techniques Data were analyzed using thematic content analysis. The following steps were followed: (1) Data reduction: Preliminary sorting of field data to focus on content relevant to policy networks; (2) Coding, Key themes were identified through manual coding of interview transcripts and documents; (3) Theme development, Codes were grouped into broader themes reflecting core dimensions of the policy network (e.g., actors, strategies, structure, roles); (4) Triangulation, Findings were validated by comparing data from interviews, observations, and documents. Interpretation: Thematic findings were interpreted in light of the theoretical framework on policy networks, providing insights into the policy implementation process.

RESULTS AND DISCUSSION

The policy network in Luwu Timur demonstrates a relatively well-established institutional framework that involves both public and private stakeholders. Nevertheless, the presumption that this network operates “efficiently” lacks empirical substantiation. There is an absence of clearly defined performance indicators, such as timeliness of implementation, stakeholder satisfaction, and measurable environmental outcomes, which are critical for assessing policy effectiveness. The dominance of governmental actors in decision-making processes, as evident in the network’s hierarchical structure, raises concerns regarding asymmetrical power relations. While private sector actors contribute through Corporate Social Responsibility (CSR) initiatives, their involvement remains primarily at the implementation level, with limited influence in the planning and policy formulation stages. This imbalance in participation potentially undermines authentic collaboration and may threaten the long-term sustainability of the initiative.

Moreover, the legal foundation provided by SK Bupati No. 200/D-10/V/2022, although formalizing the network's existence, fails to explicitly delineate the roles and responsibilities of each actor involved. The lack of a clear organizational structure exacerbates coordination issues, increases the risk of overlapping authorities, and creates accountability gaps. These shortcomings suggest the necessity for a formalized operational mechanism, such as a steering committee or designated task force, to promote clarity, coordination, and accountability. Effective policy networks typically require administrators to possess political support, legitimacy, accurate and timely information, and alliances with strategic partners to balance inter-agency dynamics and competing interests. In practice, interest groups often seek access to policymaking to pursue advantageous concessions, potentially influencing the integrity of the implementation process. When compared to more institutionalized policy networks in urban areas such as Surabaya or Bandung where private sector engagement in green open space development is encouraged through fiscal incentives and supported by structured multi-stakeholder forums the network in Luwu Timur appears less mature and less regulated. This comparison underscores the need for enhanced regulatory instruments and incentive-based mechanisms to foster more inclusive and effective collaborative governance.

Actor

The Government of Luwu Timur functions both as a regulator and facilitator within the policy network for Green Open Space (RTH) development (Adnan, 2024). It is responsible for setting strategic directions, formulating legal frameworks, and coordinating with private sector actors. However, overlaps in institutional roles among internal government departments remain prevalent, reflecting the need for clearer delineation of authority and improved inter-agency coordination mechanisms. To support the development of RTH, the local government has issued several legal instruments, including the Regional Spatial Planning Regulation (RTRW) of Luwu Timur Regency for 2011–2031, and the Medium-Term Regional Development Plan (RPJMD) for 2021–2026. These regulations mandate the allocation of at least 30% of land area for green open space, with a breakdown of 20% for public green open space and 10% for private green areas, while also offering incentives for contributing parties engaged in greening efforts. The RTH development initiative in Luwu Timur is implemented through a collaborative framework involving Corporate Social Responsibility (CSR) programs by private and state-owned enterprises, initiated since 2021.

This collaboration aims to enhance the quantity and quality of RTH by combining government regulatory authority with private sector resources (Rahmanto, 2025). One notable project site is located in front of the Luwu Timur Education Office, where a multifunctional green space is being developed to serve as a public recreational and environmental education area. The key stakeholders involved in the governance of RTH include the Luwu Timur Regional Government, the Environmental Agency (DLH), the Public Housing and Settlement Service, the Spatial Planning and Public Works Department, and the Regional Asset and Finance Agency. The private sector plays a vital role in this network through CSR contributions, a partnership model initiated by the Regent of Luwu Timur. According to Law No. 41 of 2011, the Environmental Agency (DLH) is tasked with planning RTH development in alignment with regional spatial plans and community needs. DLH is responsible for land identification, site allocation, drafting detailed RTH designs, selecting appropriate plant species, constructing supporting infrastructure, and ensuring environmental conservation.

Furthermore, DLH collaborates with other relevant agencies to regulate zoning, land use, and prohibited activities within RTH areas. The private sector, including companies such as PT Vale, PT CLM, PT Aneka Gas Industri, PT Magatti, Bank Sulselbar, and PT Pegadaian, actively contributes to the development and management of RTH in Luwu Timur. These companies not only serve as funders but also participate in the physical construction and design process. Their involvement enables the creation of high-quality, inclusive, and sustainable public green spaces. The synergy between the government and private actors reflects a practical application of multi-stakeholder governance in environmental infrastructure. The legal foundation for this

collaboration is stipulated in Law No. 23 of 2014 on Regional Government, particularly Article 288, which authorizes local governments to partner with private entities in the implementation of public service programs, including environmental development. This regulatory basis legitimizes the role of private actors within the RTH policy network in Luwu Timur. The actors involved can be seen in the table below:

Table 1 Policy Actors of RTH in Luwu Timur

OPD	Actor	Total
East Luwu Regional Government	Regent of East Luwu Deputy Regent Regional Secretary Government Affairs, Regional Secretariat	4
Environmental Agency	Head of Department Secretary of Department Head of Division 3 Functional Official of the Environment Agency	4
Public Housing and Spatial Planning Agency	Head of the Public Works Department Spatial Planning Division	3
Regional Finance and Asset Agency	Head of Assets	1

Source: Data Reduction 2023

Table 1 shows that the public sector dominates the actor list, with no direct representation from community organizations or local NGOs. This reveals a potential gap in inclusive governance and questions the balance of power among stakeholders. The data shows that the public sector, particularly the local government and its supporting agencies, plays a central role in the policy network. Key actors include the Regent, Vice Regent, Regional Secretary, and the Regional Secretariat's Government Division. Additionally, critical technical and administrative functions are represented through the Department of Environment (DLH), the Housing and Spatial Planning Department, and the Regional Financial and Asset Agency. Each of these agencies contributes to different aspects of RTH implementation, such as land use planning, environmental regulation, infrastructure provision, and financial oversight (Ajirotutu et al., 2024). However, the absence of direct involvement from community-based organizations or non-governmental stakeholders indicates a limited inclusivity in the governance process. This imbalance highlights a need for broader stakeholder representation to ensure more participatory and sustainable RTH policy outcomes.

The actors outlined in Table 1 represent the backbone of the public policy network for RTH in Luwu Timur, with their roles spanning regulatory oversight, spatial planning, environmental management, and asset administration. However, the effectiveness of green open space implementation relies not solely on governmental efforts. In recognition of resource limitations and the need for cross-sector collaboration, the local government has actively engaged private sector stakeholders through Corporate Social Responsibility (CSR) partnerships. These collaborations are crucial in mobilizing financial and technical support for RTH projects, especially in areas where public funding and institutional capacity are insufficient. Table 2 below details the private sector actors who have contributed to RTH development in Luwu Timur, highlighting the complementary role of businesses in supporting public environmental policy through CSR initiatives. The actors involved can be seen in the table below:

Table 2. Entrepreneurs Involved in RTH in Luwu Timur

No	Company	Position	Jumlah
1	PT Vale	Tim CSR	2
2	PT CLM	Tim CSR	2
3	Bank Sulselbar	Tim CSR	1

4	Pegadaian	Tim CSR	1
5	PT Aneka Samator Gas	Tim CSR	1
6	PT Magatti Pipelines	Tim CSR	1

Source: Data Reduction 2023

Table 2 presents private sector actors engaged in the RTH program through Corporate Social Responsibility (CSR) initiatives. The table identifies six companies: PT Vale, PT CLM, Bank Sulselbar, PT Pegadaian, PT Aneka Samator Gas, and PT Magatti Pipelines. These entities are primarily represented by their respective CSR teams, with the number of personnel ranging from one to two per organization. The data underscores the significant contribution of the private sector in supporting green space development in Luwu Timur. These firms provide financial resources, technical expertise, and implementation support, aligning with the government's strategy to meet the 20% RTH coverage target by 2026. Nonetheless, their role remains primarily operational, with limited influence in the planning and regulatory processes. Strengthening their involvement in strategic decision-making could enhance coordination and ensure the long-term sustainability of green space initiatives. Actors are individuals or groups involved in public policy-making processes, such as government, private, and civil society (Moore, 2016). The actors involved in the management of RTH in Luwu East district consisted of, the Government of the district, the Ministry of Environment, the People's Housing Service, and the entrepreneurs including PT Vale, PT CLM, Sulselbar Bank, and PT Pegadaian.

Function

In policy network theory, an actor's function is defined by the specific roles and responsibilities they assume within the policy implementation process. According to Warden (1992), policy networks primarily serve to facilitate information exchange, consultation, stakeholder engagement, resource negotiation (e.g., use of facilities or human capital), and coordination in policy formulation, implementation, and legitimization. Within the governance framework of Green Open Space (RTH) in Luwu Timur, actors assume three principal roles: regulation, facilitation, and execution. These functions reflect the nature of policy networks that operate based on interdependence and resource exchange, as articulated by Wang & Ran (2023). This theoretical perspective aligns with the empirical context of Luwu Timur, where multi-stakeholder collaboration, particularly through Corporate Social Responsibility (CSR) programs, forms the operational foundation. However, the absence of a legally binding framework that formalizes stakeholder roles and long-term commitment poses a substantial risk to the network's sustainability and effectiveness.

As a regulator, the Luwu Timur Regency Government is tasked with monitoring, supervising, and ensuring compliance with RTH regulations. This includes reviewing and revising legal instruments to ensure alignment with both national legislation and local needs. Relevant statutory foundations include Law No. 26 of 2007 on Spatial Planning and Regional Regulation No. 41 of 2011 on Green Open Space Management. The government also provides policy direction and legal guidelines for private sector participation, especially in determining land use allocation and regulatory oversight in RTH implementation. In its role as a facilitator, the government acts as an intermediary between various stakeholders public, private, and civil society. It enables dialogue, promotes joint planning, and creates a regulatory environment that encourages CSR contributions to RTH development. However, the lack of clear task delineation among government departments often leads to overlapping functions, inefficiencies, and coordination challenges.

Meanwhile, private sector actors primarily function as implementers within the RTH policy network. Their involvement includes funding, designing, and constructing RTH infrastructure through CSR schemes. Companies such as PT Vale, PT CLM, PT Aneka Gas Industries, PT Magatti, Bank Sulselbar, and PT Pegadaian are key contributors to RTH projects in the region. The government collaborates with these companies not only to mobilize financial resources but also to leverage technical expertise and innovation. The integration of private-

sector capabilities ranging from funding to technological resources has proven instrumental in enhancing the quantity and quality of green public spaces in Luwu Timur. Nevertheless, the current policy framework lacks a coordinated task structure, which may hinder role clarity and accountability across institutions. Strengthening formal coordination mechanisms, such as task forces or inter-agency working groups, is essential to maximize the policy network's functionality and ensure the sustainability of RTH initiatives.

Actor Strategy

According to Hooge et al. (2022), policy networks function as strategic platforms through which actors manage their mutual interdependence. Within the Green Open Space (RTH) policy network in Luwu Timur, collaboration is established between the local government and private sector entities, primarily through Corporate Social Responsibility (CSR) initiatives. This inter-sectoral cooperation reflects an adaptive governance strategy aimed at addressing resource limitations and expanding RTH coverage. The Government of Luwu Timur Regency has set a strategic target to achieve 20% RTH coverage by the year 2026, as stipulated in Instruction of the Regent of Luwu Timur No. 1 of 2022 concerning the Acceleration of Achieving the RTH Target. To realize this objective, the local government has adopted a multi-stakeholder strategy that includes collaborative planning, public education, and policy integration with private sector agendas. A number of private companies have demonstrated active involvement in RTH development. For instance, PT Vale Indonesia Tbk has constructed Magani Park in Sorowako, while PT Pegadaian has contributed by developing a green park in the PKK Canteen area of Malili. These CSR-based contributions not only improve the quantity and quality of green spaces but also serve as instruments to increase public awareness regarding the environmental and social importance of RTH.

The Environmental Agency (DLH) continues to strengthen partnerships with the private sector by conducting outreach, awareness campaigns, and technical consultations. These efforts are intended to encourage private companies to allocate CSR funds for RTH development, which may include the procurement of tree seedlings, afforestation, and the construction of supporting infrastructure such as gazebos, playgrounds, and seating areas. Such initiatives are aligned with the principles of sustainable urban development and environmental stewardship. The legal foundation for this collaboration is provided by Law No. 23 of 2014 concerning Regional Government, particularly Article 288, which permits local governments to engage in partnerships with private entities for the execution of government functions, including environmental management and green infrastructure development. Additionally, Regulation of the Regent of Luwu Timur No. 14 of 2012, particularly Article 14, provides technical guidelines for the provision and utilization of RTH, further legitimizing collaborative arrangements with private sector actors. In line with this legal and policy framework, the Luwu Timur Government has implemented a dual approach involving both public socialization and community engagement, alongside physical development of new green spaces. This strategy is intended to foster increased public understanding of the benefits of RTH and to encourage active community participation in both the development and ongoing maintenance of green areas, whether categorized as public or private RTH.

Structure

Structure in a policy network refers to the configuration of relationships and interactions among involved actors. According to Biggiero (2024), structural elements include the number of members, the size of the network, the types of membership, established boundaries, coordination patterns, and the overall nature of inter-organizational relationships. These structural characteristics determine how actors engage with one another and influence the efficiency and resilience of the policy network. In the context of Green Open Space (RTH) policy implementation in Luwu Timur, the relational and communicative structure among actors can be classified as collaborative and interdependent. This is evidenced by the existence of cooperative efforts between government institutions and private entities in planning, designing, and executing RTH

initiatives. The collaboration is not merely transactional but also strategic, aimed at fostering sustainable and inclusive green space development that benefits the broader community. The network demonstrates characteristics of horizontal coordination, where actors engage in mutual consultation and joint decision-making processes, although certain hierarchical tendencies still persist particularly in the government's central role in initiating and regulating the program. Nonetheless, the emerging collaborative pattern underscores the shared commitment to realizing environmentally sustainable development through multi-actor synergy. This structural configuration is visually represented in the network diagram below, which illustrates the flow of coordination, the position of core actors, and the connectivity between public, private, and societal stakeholders involved in the RTH development process in Luwu Timur. It can be seen in the image of the network pattern below:

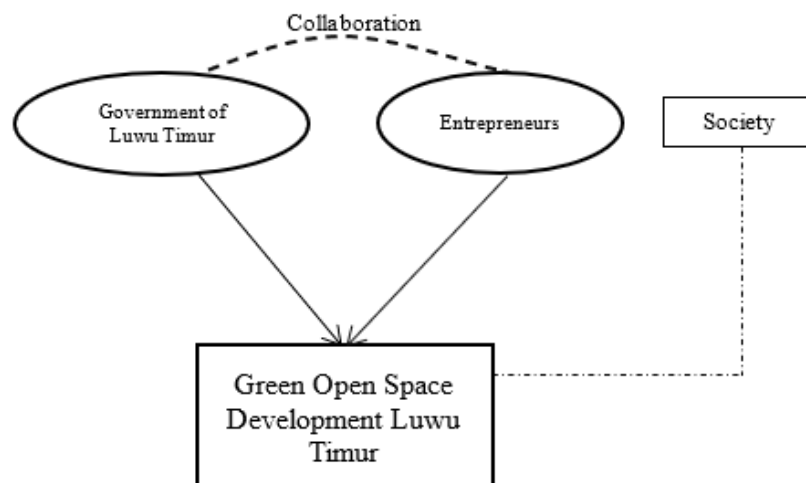


Figure 1. Networking Patterns of the Government of Luwu East Region and the Entrepreneurs

Source: Data Processing by Author

Although Figure 1 illustrates a triangular collaboration among the government, private sector, and community in the Green Open Space (RTH) policy network of Luwu Timur, in practice, the societal node appears to be more symbolic than functional. There is limited empirical evidence to suggest the existence of effective two-way communication or direct interaction between community members and other stakeholders. This lack of engagement contradicts the principles of participatory governance, in which citizens are expected to play an active role in both the decision-making and implementation processes. The diagram highlights a relatively strong interaction between government institutions and private actors, primarily driven by Corporate Social Responsibility (CSR) collaborations. However, the community's role remains passive and disconnected, indicating a structural gap within the network. The absence of formalized mechanisms for citizen participation undermines the inclusivity and legitimacy of the policy network. To enhance governance effectiveness, it is essential to strengthen horizontal communication pathways and establish institutionalized platforms for community involvement in RTH planning, monitoring, and maintenance.

The hierarchical nature of the policy network reflects the dominant position of the government in RTH governance. In Luwu Timur, the regional government holds regulatory authority over green space development, including policy formulation, program implementation, and maintenance activities. This vertical governance structure, while providing centralized control, may limit the flexibility and responsiveness required for adaptive environmental management. Despite the issuance of Regent Decree No. 200/D-10/V/2022, which formally acknowledges the RTH policy network, the regulation fails to specify the roles and responsibilities of each participating institution. As a result, there is no well-defined organizational structure guiding the operationalization of the RTH program. This ambiguity creates potential overlaps in function, unclear lines of accountability, and inefficiencies in policy execution. Furthermore, the

Regional Regulation of Luwu Timur No. 41 of 2011 concerning Green Open Space Management mandates the local government to ensure the sustainability and integrity of green spaces. The management must be guided by principles of utility, harmony, balance, integration, sustainability, equity, protection, and legal certainty. However, the practical implementation of these principles appears inconsistent, partly due to the lack of detailed coordination frameworks.

The relationships within the policy network can be categorized into formal and informal types. Formal relationships are governed by written regulations and legal agreements such as the Memorandum of Understanding (MoU) between the Luwu Timur Regional Government and several private and state-owned enterprises. These MoUs serve as binding commitments for joint action in the development and funding of RTH projects. The formal collaboration has resulted in green space development at strategic locations such as the Batara Guru Roundabout, in front of the Education Office, Merdeka Square, Puncak Indah Malili, and the PKK Canteen area. On the other hand, informal relationships are characterized by ad-hoc communication and unstructured coordination, which, while potentially flexible, may lead to fragmented decision-making. The lack of an integrated governance model that aligns both formal agreements and informal collaboration further constrains the effectiveness of RTH implementation in the region. Overall, the structural weakness in defining institutional responsibilities and the symbolic involvement of the community highlight a critical challenge in the collaborative governance of green open space. A robust, participatory, and clearly defined governance framework is imperative to support the sustainability and inclusiveness of RTH policy implementation in Luwu Timur.

CONCLUSION

The development of Green Open Space (RTH) in Luwu Timur Regency involves a multi-actor policy network consisting of the local government, the Environmental Agency (DLH), the Department of Public Housing and Spatial Planning, and private sector entities such as PT Vale, PT CLM, Bank Sulselbar, and PT Pegadaian. Within this network, the regional government assumes dual roles as regulator and facilitator, while private actors function primarily as implementers, particularly through their Corporate Social Responsibility (CSR) initiatives. The government's strategic approach in promoting RTH development emphasizes collaboration and socialization with business actors to mobilize CSR resources for the construction and maintenance of green spaces. The communication and coordination among stakeholders in the policy network demonstrate elements of collaborative governance, although these interactions are not yet fully institutionalized. Despite the issuance of Regent Decree No. 200/D-10/V/2022, the policy framework lacks clear delineation of roles and responsibilities among the participating institutions. This regulatory ambiguity hinders effective inter-agency coordination and may result in overlapping functions and reduced accountability. Conceptually, the RTH policy network in Luwu Timur can be analyzed through seven key dimensions: actors, strategies, structures, functions, constitutions, rules of interaction, and power relations. The synergy between the regional government and private sector is essential to achieving the district's target of 20% RTH coverage by 2026. However, the sustainability and inclusiveness of the program will depend on the extent to which community participation is integrated and the governance structure is clarified through enforceable policy instruments.

SUGGESTION

There needs to be a clearer explanation regarding the division of responsibilities between the institutions involved. This is important to avoid confusion and increase effectiveness in policy implementation. A stronger mechanism is needed for coordination between the different actors in this network. Perhaps with regular meetings or discussion forums to discuss progress and challenges faced. In addition to collaboration with the private sector, involving the community in the development and maintenance of RTH can increase a sense of ownership and awareness of the importance of green open spaces. A good evaluation and monitoring system must be implemented to assess the effectiveness of this RTH policy. It can also serve as feedback for all actors involved in the policy network. Maximizing the use of existing resources in the private

sector to support the development of RTH, including technologies and innovations that can help in the planning and maintenance of green open spaces.

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