



Multi-Track Diplomacy of The Ministry of Youth and Sports on The Indonesian Dream Program in Australia

Ghefira Auliya Rabbani Anedin¹

International Relations, Faculty of Social and Political Sciences, University of Riau,
Indonesia¹

anedinghefira@gmail.com

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ABSTRACT

The Indonesian Dream program is a strategic initiative of Indonesia's Ministry of Youth and Sports aimed at strengthening bilateral relations with Australia and enhancing the capacity of Indonesian youth. This program employs a multi-track diplomacy (MTD) approach that involves governmental actors, private sectors, educational institutions, and civil society organizations. This study aims to analyse the implementation of multi-track diplomacy in the program's execution and evaluate its contribution to improving Indonesia's Youth Development Index.

Using a qualitative method with a case study approach, data were collected through in-depth interviews with Ministry officials, program alums, and Australian partners, then analysed using Diamond & McDonald's Multi-Track Diplomacy theory and Harold Nicolson's role theory. The findings indicate that diplomacy through government, business, and education tracks synergistically supports the program's success, particularly by strengthening cultural diplomacy, professional internships, and cross-cultural leadership training. The program enhances participants' leadership, global communication, and employability skills and positively impacts the national Youth Development Index, particularly in leadership, participation, and employment opportunity domains. This study highlights the importance of optimizing youth as non-state diplomatic actors in international relations and recommends increasing private-sector involvement and expanding international education collaborations to strengthen Indonesia's youth diplomacy strategy.

Introduction

Indonesia Emas is the central vision of the Indonesian nation as a form of transition from a developing country to a developed country in 2045. Realizing the Indonesia Emas vision, there are underlying pillars such as science, economic development, and equitable development in the form of national resilience and governance. The demographic bonus is an asset that can be utilized because it can accelerate economic development and the community's quality of life if used properly. In his article, Puspa, who quoted Rey's question, explained that



the demographic bonus would have an impact if the Government acted as an *agent of development*. The Indonesian Government needs to make good use of this opportunity by prioritizing the following factors: quality of education, quality of health, and availability of employment opportunities.¹

Currently, Indonesia faces unemployment, especially for the productive generation, such as Gen Z. National Statistics Center data states that of 44,495,300 Gen Z people, 42.6% are unemployed.² According to the executive director of the pre-employment card, this mismatch in skills is the leading cause of unemployment.³ There is still a mismatch between the skills needed by the job market and the skills that young people have through formal education. Even though many young people have degrees, their skills are not yet relevant to Indonesia's industry demands.⁴ This problem then increases the number of Indonesian diasporas. Indonesian citizens ultimately look for job opportunities abroad, apart from higher salaries. The Indonesian diaspora explains that working in their country is more appreciated than working at home. For example, awards for jobs such as teaching staff and cleaning workers in Indonesia are very low. The salary system tends to be more capitalistic with various plow cuts, which is inversely proportional to other countries.⁵ Like Australia, which places great importance on work-life balance.

Like Indonesia, Australia has also experienced this *mismatch* between skills and labor market needs. Data from the *Australian Chamber of Commerce and Industry* by 2022 shows that individuals with qualifications beyond the country's market requirements will impact employment outcomes, such as graduates working in fields where their skills are underutilized. Australia needs to make more efforts to provide information about job market opportunities to help students make career choices.⁶ Construction, health, trade, and IT sectors experience a high shortage of trained workers. Meanwhile, most immigrants who come to Australia do not have

¹ Nalya Puspa Harlisa and Mirna Nur Aliya Abdullah, "The Influence of the Trend of Becoming a Content Creator on the Generation Z Workforce," *SABANA: Journal of Sociology, Anthropology, and Indonesian Culture* 3, no. 1 (2024): 14–19, <https://doi.org/10.55123/sabana.v3i1.3297>.

² Bandung Regency Central Statistics Agency, "The Phenomenon of Gen Z Having Difficulty Finding Work. BPS Bandung Regency," BPS Bandung, 2024, <https://bandungkab.bps.go.id/id/news/2024/07/30/75/fenomena-gen-z-susah-cari-kerja-.html%0A>.

³ Arrijal Rachman, "It is not all Gen Z's fault, this is the root of the problem of many who are unemployed," CNBC Indonesia, 2024, <https://www.cnbcindonesia.com/news/20240527093941-4-541333/tak-all-wrong-gen-z-this-is-the-root-problem-many-who-are-unemployed>.

⁴ Nalya Puspa Harlisa and Mirna Nur Aliya Abdullah, "The Influence of the Trend of Becoming a Content Creator on the Generation Z Workforce."

⁵ Musa Maliki, "Becoming a Nationalist-Cosmopolitan: Reasons Why the Diaspora is Reluctant to Return Home but Can Live in Indonesia Without Living in the Homeland," *The Conversation*, 2023, <https://theconversation.com/becoming-nationalist-kosmopolitan-reasons-why-diaspora-reluctant-to-go-home-but-can-live-indonesia-without-staying-in-the-land-198732>.

⁶ Australian Productivity Commission, "Overcoming Australia's Labour and Skills Shortages Through Skills Development, Workforce Participation and Migration," *Australian Chamber of Commerce*, no. March (2022): 1–29, https://www.pc.gov.au/_data/assets/pdf_file/0007/338083/sub047-productivity-attachment.pdf.



the qualifications to fill the required positions. The next problem is that Australia prioritizes immigrants who have a degree and are skillful. In contrast, most immigrants in Australia only have 22% of migrant workers who have a diploma or more.⁷

The similarity of problems between Indonesia and Australia has encouraged more intense diplomatic relations between the two countries. According to Harold Nicolson's theory of Diplomacy, countries use their facilities or power based on the goals they want to achieve outside their country's territory. The efforts of Indonesia and Australia to collaborate to overcome the problems of their respective countries. MultitrackMultitrack diplomacy methods are also implemented, especially on track 3 (business) and track 5 (education and training)⁸. One of the programs is a student exchange program through the Indonesian Ministry of Youth and Sports (Kemenpora) with the Australian embassy.

Based on data from the Ministry of Youth and Sports cooperation information system, Australia is the first and longest-standing partner. Since 1992, Australia has been active in youth exchange programs. It started with the Cultural Agreement between the Australian Government and the Indonesian Government, which was signed in Jakarta on 14 June 1968 and aimed to deepen understanding and respect between the two countries.⁹The two countries also agreed to facilitate exchanges of scientists, students, and experts, promote the dissemination of information, and develop public relations in various social and cultural activities. The Ministry of Youth and Sports is a sub-ent in activities related to international youth exchanges.

As a concrete form of achieving national goals and youth development indices, Indonesia presents a program *called Indonesian Dream* through the Ministry of Youth and Sports. This program aims to realize the dreams of Indonesian and Indonesian youth, such as achieving a golden Indonesia in 2045 and quality Indonesian youth. *Indonesian Dream* is a form of evaluation resulting from the youth exchange program between countries and provinces. So, the main aim is to build the capacity of young Indonesians abroad, focusing on special areas through international partnerships. The program provides opportunities for knowledge transfer, practical skills development, and international networking, aiming for participants returning to Indonesia to create new job opportunities and share their expertise.¹⁰Through the Ministry of Youth and Sports, specifically, a staff division specializing in accelerating youth and sports innovation, Indonesia carries out various communications with

⁷ Brendan Coates, "Australia Is Welcoming More Migrants – but They Lack the Skills to Build More Houses," *The Conversation*, 2024, <https://theconversation.com/australia-is-welcoming-more-migrants-but-they-lack-the-skills-to-build-more-houses-222126>.

⁸ Dadang I K Mujiono, Singgih Daru Kencana, and Nur Fitriana, "The Role of Multitrack Diplomacy in Resolving Intolerance Among Indonesian Society," *Interdependence Journal of International Studies* 01, no. 2 (2020): 13.

⁹ DEPARTMENT OF EXTERNAL AFFAIRS CANBERRA, "Australian Treaty Series 1968 No 12" (1968).

¹⁰ Michelle (Special Advisor Staff Youth and Sports Ministry Indonesia) Nagakanya, "Concept Note *INDONESIAN DREAM* In Collaboration with Aspen Medical, Australia," 2022, 2–4.



various partners, both countries and organizations. For Australia, an exceptional staff team has been communicating with the Australian embassy for a long time. This year, new communication was established with Aspen Medical Australia as a partner in the health sector.¹¹

So, from the various explanations above, the researcher's position is to examine how the Indonesian Ministry of Youth and Sports (Kemenpora) uses a multitrack-multitrack diplomacy approach to implement the program. *Indonesian Dream*, especially in its cooperation with Australia. This research will focus on analyzing the Ministry of Youth and Sports's role as a sub-entity that manages youth diplomacy through various channels. This approach aims to understand how multitrack Diplomacy can strengthen bilateral relations between Indonesia and Australia and support the development of Indonesian youth. By exploring this open and collaborative Diplomacy, this research will show the importance of Australia's role as a strategic partner in the youth development program run by the Ministry of Youth and Sports.

Literature Review

Nine lanes on *multitrack Diplomacy* make specific contributions in each path. The first path (Government) contributes to official forms of Diplomacy and makes policies.¹² The second track (Non-governmental Organizations) facilitates informed negotiations and community conflict resolution. The third path (Business) contributes to economic stability through investment or cooperation. The fourth path (individual society) contributes to resolving conflicts through personal interactions. The fifth path (Education) contributes to increasing capacity through learning to create conflict resolution. The sixth path (*Activism*) contributes to advocating or campaigning for social change. The seventh path (Religion) contributes through a religious or spiritual approach to creating peace. The eighth path (Funding) contributes to peace through financial assistance. The ninth path (Media) contributes to disseminating information to build public awareness.¹³

Multitrack Diplomacy has the same advantages and limitations as other theories and concepts. Conceptually, *multitrack Diplomacy* encourages practitioners and institutions to resolve conflicts by reflecting on the activities they have carried out and how their activities have an impact on the surrounding environment. By reflecting on the impact of their activities, actors can see the benefits of cross-channel collaboration. Because if there are businesses that

¹¹ It is up to him.

¹² Omeje, I. O., & Nwaoha, N. G. (2021). MultitrackMultitrack Diplomacy: Bringing Everyone into The Mainstream of Conflict Management and Resolution. *Icheke Journal of the Faculty of Humanities*, 19(3), 229-251.

¹³ "What Is MultitrackMultitrack Diplomacy?"



run independently, it will generally hurt conflict resolution. *Multitrack Diplomacy* is one of the methods whose channels play a role in complementing Diplomacy at different levels; this can provide solutions and sustainable capacity-building¹⁴.

Multitrack Diplomacy has several weaknesses. In reality, this concept is quite tricky to implement because there are many diverse actors. Conceptually, there are deficiencies in discussing resources in implementing this multi-path approach. Finally, conceptually, the existence of various actors triggers various agendas and competition between actors, ultimately becoming an obstacle to conflict resolution.¹⁵

John McDonald's concept of Diplomacy explains that various diplomatic paths cannot operate alone in overcoming a conflict or creating peace.¹⁶ The division of actors into nine channels systematically supports building inclusive and strong international relations. This concept creates the view that Diplomacy is not focused on formal negotiations between countries. However, many layers, such as individuals, communities, and the private sector, also provide solutions with a new and sustainable atmosphere. In peacebuilding, this diplomatic concept provides harmonious and stable conditions with the involvement of various levels of society. McDonald explained that peace cannot be created by just one party or alone. There needs to be cross-sector collaboration.¹⁷ Building peace is born from peaceful work and collaboration between the Government and levels of society to build trust, increase cross-cultural awareness, or create economic stability through the business sector. This is the foundation for realizing sustainable peace and the role of media and communication in building a peace narrative to reduce misinformation that can increase conflict. Diverse paths can be taken if we work together to build a peace that is effective, innovative, and oriented towards long-term solutions compared to traditional diplomacy concepts where the only actor is the Government.¹⁸

Multitrack Diplomacy has advantages and limitations, just like other concepts. Theoretically, this approach encourages practitioners and institutions to reflect on how their cross-path activities impact the surrounding environment. This reflection opens up space for collaboration between pathways, which, if carried out separately, could be counter-productive

¹⁴ Mapendere, J. (2002). *Defining Track One and a Half Diplomacy: Its Complementarity and the Analysis of Factors that Facilitate Its Success*. 2001.

¹⁵ Mapendere, J. (2002). *Defining Track One and a Half Diplomacy: Its Complementarity and the Analysis of Factors that Facilitate Its Success*. 2001.

¹⁶ Institute for Multitrack Diplomacy, *Peacebuilding & Multitrack Diplomacy - Intro*, 2010, https://youtu.be/z9V78_rkkIg?si=Syjp_bAxcKxEXiNG.

¹⁷ Institute for Multitrack Diplomacy.

¹⁸ Putu Ratih Kumala Dewi, "The Use of Multitrack Diplomacy in The Liberation Of 10 Indonesian Ship Crew From The Abu Sayyaf Group 2016," *Andalas Journal of International Studies (AJIS)* 8, no. 2 (2019): 188, <https://doi.org/10.25077/ajis.8.2.186-200.2019>.



in resolving conflict or building peace. Therefore, cross-channel collaboration is at the heart of the success of this Diplomacy.

However, multitrack Diplomacy also faces challenges in its implementation. The large number of actors with different backgrounds and interests makes coordination complex, even vulnerable to overlapping agendas and competition. The absence of an in-depth discussion of resource distribution between channels is also a structural weakness of this approach. The writer is encouraged to dig deeper into how these diplomatic channels are implemented by the Ministry of Youth and Sports (Kemenpora) in the context of the Program *Indonesian Dream* in Australia. The curiosity stems from a fundamental question: is there a diplomatic route more dominant and effective in implementing this program, or do all the pathways work to complement each other and create continuity? This position is new in the writer's research because so far, few studies have critically examined the specific role and interactions between channels in youth diplomacy carried out by non-main entities such as the Ministry of Youth and Sports. Thus, this research confirms the theory of multitrack Diplomacy and tries to contribute an empirical analysis of its application in bilateral Indonesia-Australia youth diplomacy.

Methodology

The author used qualitative and descriptive research methods to analyze this article by obtaining data through *Mixed Methods*. The author collects data through field research and analyses the field research carried out in connection with the target object, such as interviews, press releases, news, videos, and government publications. This method is done to understand the fundamental phenomena related to the research. In other words, qualitative research methodology allows authors to conduct in-depth analyses using various literary sources, such as books, journals, and articles. At the same time, field study summaries can be used by interacting with inter-country Youth Exchange recipients through in-depth interviews. The author will explain the concept of "multitrack multitrack diplomacy," which covers many paths, such as individuals, groups, and governments, to achieve diplomatic goals. So, the author will focus on writing on the first and fifth paths. Apart from that, this article will discuss how the program works. *Indonesian Dream*, which is overseen by the Indonesian Ministry of Education and Sport, collaborates with many organizations at home and abroad to support reciprocal education between Australia and Indonesia.

Discussions

a. Ministry of Youth and Sports Cooperation Pathways

The process of partnering or collaborating with the Ministry of Youth and Sports is different for each party. Usually, the government sector is the main road opener or the entry point for other potential partners. In general, each ministry already has strategic cooperation partners; this is, of course, based on different reasons. For example, the relationship between



the Ministry of Youth and Sports and Australia has existed for a long time and continues to be utilized today. So, over time, Australia becomes the entry point for companies, universities, organizations, or other partners to collaborate and work with the Ministry of Youth and Sports. Each type of collaboration has a specific focus intended to support cross-sector youth and sports services. In addition, the ministry hopes that the results of each collaboration program will be following its strategic objectives, especially in improving the quality of Indonesian youth.

In this category, the Ministry of Youth and Sports collaborates with many ministries and institutions at home and abroad. One example is cooperation with the Ministry of Youth and Sports of Saudi Arabia and the General Authority of the United Arab Emirates. This collaboration aims to increase visits by officials, athletes, and sports experts and increase individual participation in sports. At the national level, the BKKBN and the Ministry of Education and Culture support youth and sports programs. In addition, collaboration with the Coordinating Ministry for Human Development and Culture ensures structured cross-sector coordination in managing sports and youth affairs. In addition, the Ministry of Youth and Sports is collaborating with the Ministry of Law and Human Rights to increase awareness of defending the country, Jamsostek to increase social security for athletes, and the National Cyber and Crypto Agency to ensure the security of electronic transactions and information.

One of the results of this government program is increasing the intensity of youth exchanges between countries, aligning youth programs across ministries, and increasing social protection and information security for the national sports and youth ecosystem. In addition, this collaboration strengthens Indonesia's role in international youth diplomacy and encourages policies more suited to youth needs. In the business sector, the Ministry of Youth and Sports is collaborating with the Chamber of Commerce and Industry (KADIN) to increase the potential of the national sports industry. In addition, the Ministry of Youth and Sports is collaborating with two state-owned banks, PT Bank Mandiri and PT Bank Rakyat Indonesia (BRI), to provide financial and banking services as well as other operational support. This business partnership resulted in increased access to banking services for youth communities and sports players, increased sponsorship and corporate social responsibility (CSR) support for various sports and youth events, and created a competitive and sustainable national sports industry environment.

In the field of education and research, the Ministry of Youth and Sports is collaborating with several universities, such as the University of Indonesia, Sultan Ageng Tirtayasa University, Padang State University, and Multimedia Nusantara University to implement the tri dharma of higher education in the fields of youth and sports. In addition, Jakarta State University and Semarang State University have special programs on youth and sports. Additionally, Gadjah Mada University collaborates with Microsoft for education, research, and community service, and the Global Sports Innovation Center is changing the sports industry.



No less important, the Ministry of Youth and Sports is collaborating with LPDP to build sports human resources, STAN to place graduates, and the Central Statistics Agency (BPS) to provide statistics on sports and youth.

The results of this collaboration between education and research include, but are not limited to, research and academic research that supports the formulation of youth policies, quality sports human resource training, increasing access to education and scholarships for young people who excel in sports, and optimizing accurate statistical data for evidence-based policymaking.

b. Multitrack Diplomacy Approach in the Indonesian Dream Program

Australia-Indonesia Youth Exchange Program (AIYEP) is part of the Indonesian Dream Program, an effort by the Ministry of Youth and Sports to implement multitrack Diplomacy. As we know, Diplomacy is no longer limited to formal channels between governments (*Government to Government*). Now, involvement exists between actors such as communities, institutions, the private sector, media, and individuals, reflecting that Diplomacy has shifted to more collaborative and participatory. In the Indonesian Dream program context, young people who become actors are not only objects of Diplomacy but also subjects of the diplomatic process.

The main axis of this program is *its people-to-people approach*. Diplomacy, communication, and relationships between Ngera residents occur through direct interactions and shared experiences.¹⁹In this program, delegates from Indonesia and Australia not only focused on cultural learning between countries in theory but were directly involved in the lives of the citizens of their respective countries through the system. *Host family, local internship*, and social activities. The participants were provided with intensive training related to soft skills, simulations, *roleplay*, and various discussion forums to hone critical thinking on social and global issues. The program's various sub-activities help build empathy, self-confidence, and strong cross-cultural communication. This is an important foundation for maintaining relations between nations, especially in a volatile political situation. For example, during the SBY government, there was skepticism between Indonesia and Australia regarding the issue of wiretapping, and the presence of this program became an effective diplomatic bridge.

In addition, the Dream Indonesia program offers an institutional diplomacy route (*Track Two Diplomacy*) involving strategic partners and various educational institutions in both countries. The delegation had the opportunity to be involved in academic activities at leading Australian universities, such as the Australian National University (ANU), and participate in post-program discussions facilitated by Indonesian diplomatic representatives in Australia. In this collaboration, young people have the opportunity to think strategically and

¹⁹ Diplo Foundation, "People-to-People Diplomacy," 2021, <https://www.diplomacy.edu/topics/people-to-people-diplomacy/>.



critically, which allows them to not only participate passively but also actively in formulating policies that are important for improving bilateral relations. In the long term, program alumni are often empowered in international forums such as the ASEAN Youth Forum and programs organized by the Australia Center so that they continue to be connected to real diplomatic practice.

The program has expanded beyond cultural exchange and has started to touch on aspects of *Track Three Diplomacy*, which connects the business and economic sectors. The delegation visited business partners and built relationships that opened job opportunities in professional and educational institutions. They are also introduced to the local work environment. Some alumni can even intern and work at embassies, ASEAN+ organizations, and Australia-Indonesia cooperation institutions. This shows that the program aims to understand cultures and create economic value and career opportunities across borders that increase the competitiveness of youth worldwide.

This program forms a sustainable global learning ecosystem in terms of academics and education. The online and in-person training lasts seven months and covers important topics such as problem-solving, time management, and leadership. In addition, delegates receive global competency certification, or global competency certification, which increases their value in the world of work and international forums. Education is not just technical; it teaches values such as cultural empathy, tolerance, and openness, which help prevent value breakdown or value clashes in international interactions. Therefore, this program has succeeded in producing future leaders of the younger generation who are now activists, diplomats, and public figures involved in formal and public Diplomacy.

Finally, *soft Diplomacy* becomes an important component that connects the entire process emotionally and culturally.²⁰ When people participate in informal social activities, such as cultural performances, dinners with diplomatic representatives, and community discussions, they can build relationships that are not only professional but also personal. Delegates learn the principles of empathy, trust, and professionalism during these interactions, which are critical to long-term diplomatic success. In addition, discussions took place on strategic issues such as opportunities for agricultural cooperation, regional security, *Work and Holiday Visa (WHV)*, and Australia Awards scholarship opportunities. All this opens new doors for real collaboration between the two countries.

Integrating various diplomatic channels, starting from the realm of society, institutions, professional sectors, and culture education, the *Indonesian Dream* represents a transformation of contemporary diplomatic practice, which is increasingly inclusive, open, and participatory. Through this initiative, the Ministry of Youth and Sports not only strengthens bilateral relations

²⁰ Mujiono, Kencana, and Fitriana, "The Role of Multitrack Diplomacy in Resolving Intolerance Among Indonesian Society."



between countries but also emphasizes the strategic role of youth as future diplomatic actors who promote collaboration, tolerance, and innovation globally.

c. Evaluation of each MTD path by Kemenpora

The author focuses on the evaluation of multitrack Diplomacy on only three paths. Namely, the first, third, and fifth paths are based on the close relationship between the program and Government, business, and education or research. Apart from that, in the implementation of the program, there is one route that has an obvious contribution to the program's success: Diplomacy, which also plays a role in achieving the youth development index. The first track, the Ministry of Youth and Sports (Kemenpora), is the leading actor in first-track Diplomacy and manages the AIYEP program as part of youth-based international policy. The Ministry of Youth and Sports ensures that bilateral Diplomacy occurs through formal channels through an official partnership with the Australia-Indonesia Institute and full support from the Australian Government. AIYEP, held annually, is an important milestone in strengthening Indonesia-Australia relations in unconventional areas such as social development, youth, and culture.

The Ministry of Youth and Sports carries out technical tasks and assists with policies among ministries, institutions, and regions. This is demonstrated by the participation of 32 ministries and institutions in achieving the National Action Plan (RAN) goals for Youth Services. Based on the Decree of the Minister of Youth and Sports Number 23 of 2023, the Ministry of Youth and Sports also formed a National Coordination Team. This allows agencies to work together to improve youth services across the province. This cross-sector coordination underlies the thematic, holistic, integrative, and spatial (THIS) approach used in the Government Work Plan (RKP). AIYEP is one of the strategic programs that will implement this approach.

The Ministry of Youth and Sports' involvement in Track 1 in achieving the Youth Development Index (IPP) has a direct impact on the domain of youth leadership and participation. In 2023, the national IPP achievement will increase to 56.33, with provinces such as DIY, Aceh, and NTB achieving high scores in the leadership and participation domains. This shows that international programs such as AIYEP increase indicators of active youth participation in international forums, which aligns with the latest IPP domain indicators, which focus on the role of youth in development. The third pathway, also known as Track 3, Diplomacy within the Multitrack Diplomacy framework, includes the participation of the business and professional sectors in building diplomatic relations through cooperation and exchange of work experiences. This pathway was created in the Australia-Indonesia Youth Exchange Program (AIYEP) through the support and participation of business organizations and professional communities in Australia that accept apprentices.



Participants from Indonesia underwent three weeks of job training in Canberra, Australia. They work in various local organizations for at least 30 hours a week.²¹ They do many things, such as helping students study, performing administrative tasks, developing projects, and conducting research. This free internship aims to introduce participants to Australian work culture and build cross-cultural professional skills. Interestingly, the AIYEP program allows any organization in Australia to register as *a host* through the expression of interest system available on the official website of *Value Learning*, the main organizer of the program in Australia. The Australian side provides information about procedures, benefits, and working partners. With this transparency, the Australian private sector supports and creates diplomatic experiences for the Indonesian delegation.

The author believes that the Indonesian Government has not been completely open, especially in publications by domestic partners who support the implementation of AIYEP in Indonesia. Even though the Ministry of Youth and Sports, through the Deputy Assistant for Youth Partnership, stated that cooperation is carried out through two channels, namely, the ministry seeks internships directly and partners submit proposals, it is difficult for the public to know the names of institutions or private sectors where internships are carried out in Indonesia. According to official AIYEP documents, the program is fully funded by the Australian Department of Trade and Foreign Affairs (DFAT). This may be because Australia manages this program's funding structure and coordination.

Nevertheless, this business sector diplomacy continues to provide strategic value in increasing the capacity of Indonesian youth. International internships help participants learn about work ethics and culture in other countries, expand networks, find international job opportunities, and make Indonesia a strong partner for Australian businesses. This practice is beneficial in achieving the Youth Development Index (IPP), especially in the areas of "Opportunity and Employment" and "Youth Leadership and Participation". AIYEP also demonstrated successful implementation of path 5, namely Diplomacy through education and training. Program participants become cultural ambassadors and receive special training on leadership, character strengthening, cross-cultural communication, and sustainable development. The phase in Australia and Indonesia is intended as a place for non-formal education that teaches tolerance, independence, and cooperation through community training, social activities, and workshops with local institutions.

AIYEP provides internationally recognized learning experiences, global competency certification, and hands-on training. This improves the quality of program graduates regarding knowledge, attitudes, and skills that are critical in the "Education" and "Leadership" domains of the IPP indicators. Thus, pathway 5 is critical to ensuring that AIYEP participants receive cultural experiences and meaningful education that enhances their abilities personally and

²¹ Learning, "Placement Australia Indonesia Youth Exchange Program."



professionally. According to Diamond and McDonald's Multitrack Diplomacy perspective (1996), people-to-people Diplomacy is very important for evaluating the AIYEP program, especially in Track 4 *Private Citizen or People-to-People Diplomacy*.²² Interpersonal interactions built through trust, empathy, and cross-cultural understanding are key to this Diplomacy.²³

Youth from Indonesia and Australia are directly involved in community diplomacy at AIYEP through *homestays*, community internships, cultural exchanges, and cross-border discussions. The program sends delegates as cultural representatives, but they also become the leading actors in overcoming differences and building social relationships based on emotions and personal experiences. In interviews, Ayesha, Brad, and Benji emphasized that AIYEP's main strength lies in the emotional connections it builds between participants and their communities. Benji, for example, said that because participants experienced firsthand the differences in social values and ways of communicating in Australia and Indonesia, this program effectively reduced cultural miscommunication. This follows the principle of Track 4, which says that ordinary citizens build Diplomacy through their own experiences.

This experience also increases individual capacity and expands cross-border collaboration networks. Ayesha explained that relations continued to develop after the program, primarily through alum forums and non-formal diplomacy activities such as school programs and social events facilitated by the Indonesian Consulate General in Perth. These types of connections form "*web soft diplomacy*" or subtle diplomatic networks that extend beyond the formal boundaries of the state.²⁴ AIYEP's resilience amidst sensitive political issues proves its success in *people-to-people Diplomacy*. Ayesha said that although relations between governments had been shaken due to the issue of Australian wiretapping, public relations remained positive and active, being a good "diplomatic buffer." This shows that intense formal Diplomacy is not enough without the support of genuine and proven people-to-people relations.

However, the author also notes differences in information between Indonesia and Australia. Australia has procedures and implementing local partners that are transparent and easy to access (such as on the Value Learning website). In contrast, in Indonesia, information about local partners implementing AIYEP is less documented, which gives the impression that Australia controls the coordination which is also the program's primary sponsor. This experience increases the Youth Development Index (IPP) and the role of *people-to-people Diplomacy* as the main instrument in youth diplomacy. AIYEP always provides opportunities for youth to learn to communicate across cultures, build trust with other people, and build long-

²² Syed, "Need of Multitrack Diplomacy in International Relations."

²³ "What Is Multitrack Diplomacy?"

²⁴ Hardi Alunaza, "Diaspora as Indonesia's Multitrack Diplomacy to Realize the Master Plan for the Acceleration and Expansion of Indonesia's Economic Development," (*PROJECTION of the Journal of Social Sciences and Humanities PROJECTION of the Journal of Social Sciences and Humanities (e-Journal)*) 22, no. 2 (2017), <https://doi.org/10.26418/proyeksi.v22i2.2434>.

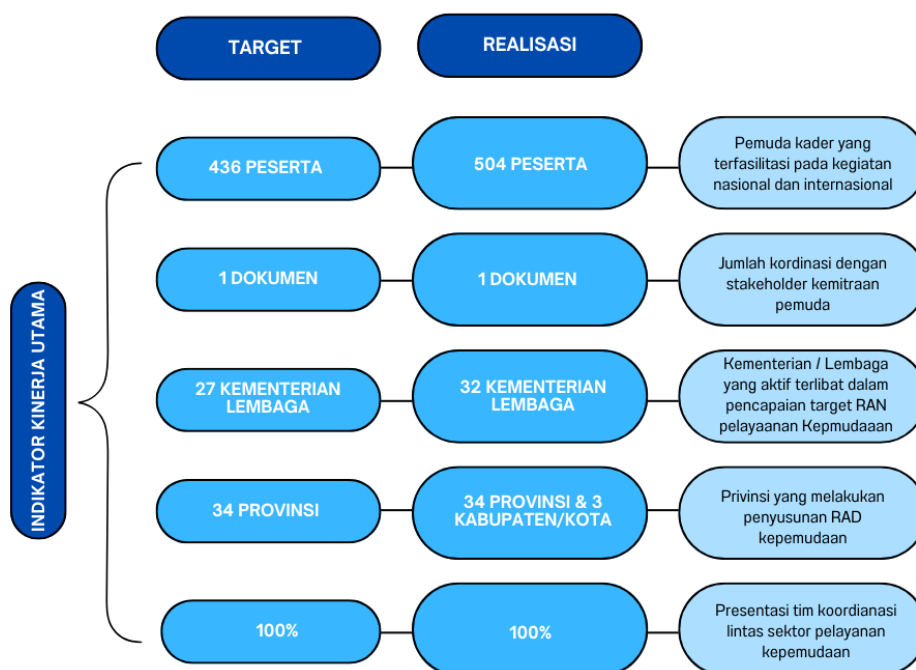


lasting international relationships. This type of Diplomacy is not strict and does not depend on state protocols. However, it is very effective in determining the perception and goals of relations between Indonesia and Australia in the future.

d. Program Success Indicators

Indicators of the success of the AIYEP program are divided into two main categories, according to the results of interviews the author conducted with the Assistant Deputy for Youth Partnerships at the Ministry of Youth and Sports. The two categories are output, or results, and outcome. This division is in line with the performance measurement approach stated in the Lakip Kemitraa document and the leading performance indicators (IKU), which are used as references by the ministry.

Figure of Key Performance Indicators



Source: *Executive Summary Assistant Deputy for Partnerships*²⁵

Output The implementation of the AIYEP program includes two leading indicators. The first is the number of youth participating in the program. As one of the international youth exchange programs, AIYEP helped achieve the target of 436 people for youth facilitation in national and international youth activities, according to the key performance indicator (IKU)

²⁵ Sukmawijaya, "Executive Summary Assistant Deputy for Youth Partnerships."



data listed in the figure. The AIYEP program itself has 42 participants from Indonesia and Australia. Second, the number of partners participating in the program. Partnership cooperation usually occurs through two mechanisms based on the results of interviews. Namely, the Ministry of Youth and Sports contacts partners through the available database, and the partners who come independently offer cooperation proposals. The target for coordination with youth partnership stakeholders is listed in number 1 of the agreement document on the performance accountability of the Lakip Partnership.²⁶ Through formal partnerships with the Australian Government and local apprenticeship partner organizations, AIYEP also helps achieve these indicators. A description of the partners who contribute to the AIYEP program has been explained in previous chapters.

The outcome is a medium-term result of implementing the AIYEP program. The Assistant Deputy Minister for Partnerships explained that outcomes are measured through several indicators.²⁷ First, the level of satisfaction, which measures satisfaction, is the percentage of participants and related stakeholders, such as local Government (Bappeda or Pemprov), used. The results of interviews with Dhafa, Haykel, Brad, Ayesha, and Benji show that AIYEP participants are delighted with the program. Participants appreciated the seven months of intensive preparation, the program's continuity since 1981, and AIYEP's benefits in enhancing cross-cultural skills, professional networking, and career opportunities worldwide. Second, the influence of participants on the environment. The interview results show how much influence the participants had on their social environment after participating in AIYEP. Participants actively influence the surrounding community through post-program meetings, community service, and alums activities. Ayesha and Benji emphasized that informal relationships have built better relationships between communities during the program. In addition, the stories told by participants instilled a positive understanding of Indonesia-Australia relations in their respective communities. The AIYEP program also calculates results through participants' social media exposure. The Assistant Deputy Minister for Partnerships said AIYEP participants were expected to be able to use digital Diplomacy to promote Indonesia-Australia cooperation. Brad and Ayesha said that social media can help young people with Diplomacy. According to the performance report of the assistant deputy for youth partnerships, strengthening program promotion is also an indicator of impact. This is in line with the number of audiences exposed on social media for each participant.

e. Delegation response to the program

Program Implementation *Indonesian Dream*, organized by the Ministry of Youth and Sports, showed a significant influence on strengthening youth capacity within the framework of multitrack Diplomacy, especially in the *people-to-people Diplomacy*, education, and

²⁶ Sukmawijaya.

²⁷ Esa Sukmawijaya, "Performance Report of the Assistant Deputy for Youth Partnership I," n.d.



professional sectors. These findings were obtained from in-depth interviews with five program alumni from 2016 to 2024.

1. Strengthening Interpersonal and Professional Competencies

This program is designed in two phases, online and offline, for seven months. The participants stated that the training was intensive, especially in developing *cross-cultural competence*, leadership, time management, *problem-solving*, and intercultural communication skills. One of the participants, Dhafa (2024), said that this training strengthened the professionalism of the participants, which was the principal value of the program, as well as preparing them to face the international work environment more maturely. In addition, Haykel (2016) emphasized that pre-departure training, such as *personal branding*, *public speaking*, and *table manners*, has important provisions in shaping the character of young people as ambassadors of the nation. This experience not only enriches participants' soft skills but also increases their independence and spirit of cross-cultural exploration.

2. Inter-Community Diplomacy and Global Network Development

People-to-people Diplomacy proved to be the diplomatic route with the most impact felt by participants. Personal interaction through *homestay*, community visits, dinners with embassy representatives, and involvement in international conferences have strengthened cross-border relations at a non-governmental level. Brad (2024) revealed that the quality of interpersonal relationships built during the program creates long-term trust and even opens up the potential for collaboration in the business and social fields. A well-managed alum network also contributes significantly to the continuity of bilateral relations. Alumni said their involvement in post-program forums and professional groups, such as the Australian Embassy, ASEAN+ Center, and partner educational institutions, expanded career opportunities and exchanged ideas across countries.

3. International Career Opportunities and Challenges Faced

The findings also show that this program provides real opportunities for participants to pursue a career at a global level. Several alums are recorded as working in diplomatic and educational institutions in both countries. One of the key factors in this success is schema *work placement* provided, both in the education, NGO, and research sectors. However, several participants criticized the imbalance in workload between the Indonesian and Australian delegations. Ayesha (2024) noted that the Indonesian delegation was required to prepare weekly reports and undergo more intensive face-to-face sessions, while the Australian delegation only attended online meetings twice a week. Apart from that, issues related to gender gaps and differences in work culture influence the dynamics of professionalism in daily interactions.

4. Effectiveness of Diplomacy and Sustainability of Bilateral Relations



The *Indonesian Dream* program has a balanced impact on both countries. For Indonesia, this program strengthens youth capacity and expands international involvement. Meanwhile, the benefits obtained for Australia include increasing cultural understanding, positive perceptions of Indonesia, and opening up space for collaboration in various sectors. Bayan (2021) emphasized that this program effectively reduces cultural miscommunication, mainly due to the differences between the hierarchical communication system in Indonesia and the egalitarian system in Australia. In addition, Ayesha (2024) emphasized that *the Indonesian Dream* has become an effective diplomatic instrument in maintaining the stability of bilateral relations, even when political tensions occur between countries. This emphasizes the strategic role of Diplomacy between communities in completing formal Diplomacy (G-to-G diplomacy).

Conclusion

Based on the research results, the writer concludes that the implementation of multi-track diplomacy by the Ministry of Youth and Sports (Kemenpora) in the Indonesian Dream Program in Australia is a contemporary diplomatic practice that is strategic, collaborative, and oriented towards strengthening the capacity of Indonesian youth in the international sphere. Diplomacy is not only limited to formal channels (government to government) but also involves non-state actors such as educational organizations, the private sector, communities, and individual citizens in Indonesia and Australia. This research highlights that Kemenpora's multi-track diplomacy implementation is through three main channels, namely Track 1 (government), Track 3 (business), and Track 5 (education and training). The first track is realized through bilateral coordination with the Australian government through AIYEP and strategic partnerships with institutions such as the Australia-Indonesia Institute. The third pathway reflects the involvement of various companies and professional organizations in Australia that provide internship opportunities to Indonesian delegates. Meanwhile, the fifth pathway is conducted through cross-cultural training, academic discussions, and leadership development in both countries.

In addition, an important finding in this research is the dominant practice of people-to-people diplomacy as the backbone of the success of the Indonesian Dream program. Through direct interaction between Indonesian and Australian youth, this diplomacy has proven effective in building emotional connections, trust, and cross-cultural understanding. Based on interviews with delegates from Indonesia and Australia, almost all participants stated that people-to-people diplomacy is the principal value integrated with every activity. Ayesha's statement in the interview mentioned that the program's strength lies in the emotional and social relationships between participants and their communities, even becoming a buffer for diplomacy when government relations experience political tension.



Interestingly, this study also found that the contribution of Path 4, or private citizen diplomacy, is very pronounced outside the three main channels. Interpersonal interactions between individuals became an effective diplomacy tool, primarily through homestay experiences, community internships, cultural performances, and informal discussions that helped shape perceptions and bilateral relations between the two nations.

This program also presents a balanced mutual benefit for both parties. From the Indonesian side, Kemenpora has succeeded in opening a vast space for youth to have an international vehicle to promote Indonesia's potential while equipping youth with leadership capacity, work professionalism competencies, and global competitiveness. In line with the commitment to improve the quality of Indonesian human resources and Indonesia's image in international forums, as stated by the Special Staff of the Ministry of Youth and Sports in the interview, this program is part of the strategy to encourage Indonesian youth not to lose out on competing with other countries in the world of international work.

This program is a strategic platform for the Indonesian delegates to build their capacity as pioneers in their home regions. The experience gained during the program positively impacts participants in their roles as facilitators, catalysts, and agents of social change in their respective environments. In addition, the program's alumni network and international connections formed from interactions between delegates open up career opportunities globally while strengthening Indonesia's quality diaspora base in the future. This is important in supporting the Youth Development Index (IPP), especially in international employment opportunities, leadership, and youth participation.

Meanwhile, from the Australian side, this program provides strategic benefits in enriching the value of multiculturalism as an integral part of their national identity. With the involvement of Indonesian youth, Australia gained a learning space on the values of cultural empathy and the importance of community diplomacy in supporting social resilience. As expressed in the Australian delegation interviews, the program has tourism and social impacts and positive implications on the economic sector and business relations through increased inclusive and sustainable international networking. This research confirms that multi-track diplomacy in the Indonesian Dream program, with the dominance of people-to-people diplomacy, has proven effective in building Indonesia-Australia bilateral relations, improving the quality of Indonesian youth, while generating strategic benefits for both countries. This program should continue to develop with governance that is increasingly transparent, participatory, and adaptive to the challenges of the dynamics of international relations in the future.

Based on this study's results, several strategic suggestions can be proposed to improve the quality of implementing the Indonesian Dream program. First, there is a need to increase information transparency, especially regarding the list of domestic partners involved in the program. So far, partners in Australia can be accessed openly through the official Value Learning website, while information on partners in Indonesia is still limited. This data disclosure is important to improve program accountability and expand collaboration



opportunities from various sectors. Secondly, the program must be promoted to the private sector in Indonesia so that more local companies can participate as internship sites or capacity-building programs for youth. Thus, not only can Indonesian delegates experience internships in Australia, but Australian delegates can also gain professional experience in Indonesia, increase the value of people-to-people diplomacy, and strengthen bilateral networks between the two countries.

This research confirms that multi-track diplomacy, with the dominance of people-to-people diplomacy, is effective in building Indonesia-Australia bilateral relations while improving the quality of Indonesian youth. The Indonesian Dream program should continue to be developed with governance that is increasingly transparent, participatory, and adaptive to the challenges of the dynamics of international relations in the future.

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