

Child-Friendly City Model Based on Collaborative Governance in Depok City, Indonesia

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Received : Sept, 26, 2024

Revised : Des, 30, 2024

Accepted : Feb, 01, 2025

Available Online: Jun 30, 2025

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Abstract

Despite the adverse impacts of Jakarta's rapid development as the national capital, Depok City must ensure a safe and supportive environment for particularly vulnerable children in need of protection. As a fundamental asset to the city's future, children play a critical role in its long-term development. This study explores a collaborative governance model on a Depok Child-Friendly City model. The paper employs a qualitative research approach; data were collected through field observations, in-depth interviews with key stakeholders, and analysis of secondary sources, including policy documents, regulations, and prior research. The findings reveal that, despite the constraints posed by rapid urbanization, implementing the Child-Friendly City program in Depok continues to progress. The initiatives primarily attributed to fulfilling critical collaboration prerequisites, including the active involvement of multi-level government actors, the private sector, community organizations, and academic institutions. These stakeholders contribute through contextual understanding, shared commitment, and aligning responsibilities and visions based on their respective capacities and authorities. The study concludes that such a multi-stakeholder collaboration model is instrumental in promoting an urban environment conducive to children's growth and development.

Keywords: *Development pressure, Population Growth, Collective actions, Commitment, Institutional design, Leadership.*

Abstrak

Meskipun menerima dampak buruk dari pembangunan Jakarta yang pesat sebagai ibu kota negara, Kota Depok harus memastikan lingkungan yang aman dan mendukung bagi pertumbuhan anak-anak yang rentan dan membutuhkan perlindungan. Anak-anak adalah aset penting dan memiliki peran penting dalam pembangunan jangka panjang. Penelitian ini berupaya mengungkap model kolaborasi untuk mewujudkan Kota Layak Anak di Kota Depok. Penelitian ini menggunakan pendekatan kualitatif; Data diperoleh melalui observasi, wawancara dengan pemangku kepentingan, dan data sekunder berupa kebijakan, peraturan, dan penelitian terdahulu. Hasil penelitian menunjukkan bahwa meskipun tekanan urbanisasi menghambat sebagian besar program Kota Layak Anak di Depok, namun program ini masih berjalan sesuai rencana karena pemenuhan persyaratan kolaborasi sudah ditetapkan: keterlibatan berbagai aktor: pemerintah dari tingkat kota hingga tingkat administrasi paling bawah, dunia usaha, lembaga kemasyarakatan, perguruan tinggi untuk menciptakan konteks, komitmen, berbagi masalah, visi, tugas sesuai kewenangan dan kapasitas, menjadikan Kota Depok kota yang layak untuk tumbuh kembang anak

Kata kunci: Tekanan pembangunan, Pertumbuhan Penduduk, Tindakan kolektif, Komitmen, Desain Kelembagaan, Kepemimpinan

INTRODUCTION

Depok is a city in the south 46 kilometers from the capital city of Jakarta. Administratively, Depok City is in West Java Province; based on the decentralization policy, Depok City is an autonomous region with own authority to govern its jurisdiction. However, Depok City is include in an Jakarta metropolitan integrative planning. The overlap of authority in Depok City at least provides an advantage, considering the heavy burden on Depok City when it receives pressure from all activities in the nation's capital. The city development is always related to the Jakarta' activities. In the 1970s, Depok was an agricultural area dominated by rice fields. High economic growth in Jakarta caused land prices to become increasingly expensive and residential land areas increasingly limited. The national government planned the Depok as Jakarta workers' lodging (Santosa & Noviyanti, 2020). Depok City was a pilot city for the national low-cost housing project from 1974 -1980. When the University of Indonesia-the biggest university in Indonesia moved in 1987 changed the city of Depok's face significantly (Prabowo, 2023). The high rate of urbanization is the root of the problems facing the city of Depok (Larasati, 2019; Ratnaningtyas, Rahayu, & Istanabi, 2022; Sintanala, 2005) According to The Depok' Mayor: the urbanization rate in 2023 is 4% (Rama, 2023).

Significant population growth in an area can have complex social, economic, and environmental impacts on the population growth rate. The population growth rate threatens the populations of developing countries (Maja & Ayano, 2021). The country must implement various innovations to meet human needs (University-California, 2020). On the other hand, increasing population growth will also impact crime rates. A country's economy cannot keep up with the increasing population (Putri, 2021) . The social impact due to population pressure that often occurs in big cities is an increase in crime among teenagers and children, and Depok City is experiencing this phenomenon (Januati & Miharja, 2019); 30% of crime in Depok City involves children (Setiawan & Darmawan, 2019) (Setiawan & Darmawan, 2019). The development of big cities always requires good space for children's growth and development.

Rapid population growth and physical development that is not commensurate with the surge in demand, Depok City is constantly struggling to become a livable city (Ajizah et al., 2021; Asmarawati et al., 2015; Nugroho et al., 2020; Ratnaningtyas, Rahayu, & Istanabi, 2022; Syarmalina et al., 2017). The Depok City Government has made many efforts to make Depok City a livable city. Physical development, land use regulation, sustainable development planning, and child-friendly city program policies are non-physical policies launched in 2013 to overcome the excess pressure of an increasingly large population. Along with development in the city of Depok, the rate of social problems emerged and varied. Street children, youth-motocycle gank, abandoned children youth crimes are major problem faced by The Depok city (Rohma et al., 2023; Rosyidah, 2023) and any common problem such as poverty, health issues or dropout school-age children (Claudia & Fachrudin, 2017).

A Child-Friendly City program ensures children's growth to become quality human beings (Sinduwardoyo & Arieffuzaman, 2022). The Depok City Child-Friendly City policy has been running for a decade; it only took three years for Depok City to receive an award for six consecutive years as a city serious about realizing a Child-Friendly City. Empirical facts about the success of Depok City, supporting academic data that shows the concept of collaboration in dealing with social problems in big cities are the driving force for the research team to reveal how Depok City carries out the collaboration process: what, who, and how the collaboration is carried out. This study seeks to produce a collaborative model for Child-Friendly in Depok City.

The concept of governance represents the most significant change in the form and role of the traditional public sector in the context of government administration while also illustrating the limitations of the government as a super organization that can do anything alone. The most fundamental difference from the concept of governance is that policymaking is carried out collectively with a network system; the government organization is not the single dominant actor as the maker or controller of policy (Enderlein et al., 2010; Goldsmith & Kettl, 2009; Kapucu, 2020 ; Osborne, 2010; Peters & Pierre, 1998). Limited government capacity and the impact of extensive growth rates make collaborative actions the right choice for infrastructure development to increase the environment's carrying capacity to support human life (Adetola et al., 2011). The concept of collaboration is an approach that can generate meaningful community participation. Collaboration can provide precise goal setting, transparency, and formal and informal meetings, which cause all actors to fully involve themselves in the policymaking process related to improving health facilities due to population growth (Grootjans et al., 2022). Using the concept of collaborative governance can produce practical guidance for government organizations to carry out actions aligned with the desired goals (Lo & Lockwood, 2022). Experts offer many concepts of collaborative governance, each of which provides different dimensions, factors, and processes. However, the concept of collaboration provides the meaning of how a problem is solved by working in cooperation, allowing everyone to contribute with capacity, authority, and owned resources (Agranoff & McGuire, 2011; Ansell & Gash, 2007; Emerson, Nabatchi, & Stephen, 2011; O'Leary & Vij, 2012).

Collaborative governance is amorf and there is a single definition of it; the concept is multi-conceptual, it is depends on the perspective from which it is viewed. Some call collaborative governance an instrument; some call it a strategy. Sometimes, some people mention it as an alternative, while others mention it as a model or structure (O'Leary et al., 2010). Collaborative governance shares information, resources, and consensus-based collective decision-making (Kapucu, 2015). *Collaborative governance* is a concept that describes the process of facilitating and operating in a multi-organizational setting to solve problems that cannot be solved or resolved by a single organization (Agranoff & McGuire, 2003). Another explanation states that collaborative governance is a way of managing government that directly involves stakeholders outside the government or state, oriented towards consensus and deliberation in a collective decision-making process that aims to create or implement public policies or manage public programs and assets (Ansell & Gash, 2008). That CG involves multiple actors is also explained by Agranoff & McGuire (2003) CG is a process of mentoring and managing multi-organizational arrangements to solve problems that take time to resolve by one organization. Each organization eliminates the boundaries of its structure and function to connect with various organizations and external interests to improve strategic and operational performance. Emerson et al, (2011) explain that Collaborative Governance is a method of formulating public policy and public management that is valuable and meaningful. In the process, actors not from the internal government, such as community leaders, business people, campus intellectuals, NGOs, and institutions outside the government, are involved in carrying out public interests together.

On the other hand, collaborative governance is also mentioned as a policy network concept, as a new model for formulating public policy, replacing the traditional model of policy formulation, which is only based on the dominance of public-government organizations. Despite the various definitions, they all provide a picture of the same characteristics, namely that CG contains a collection of organizations and individuals, each with different authority, abilities, expertise, and goals. However, on the other hand, the organizations and individuals

involved have capacity and capability in their fields. Each and everyone is bound by consensus and commitment to achieve public values and goals (Donahue & Zeckhause, 2011; Klievink et al., 2016; Nusriadi et al., 2023)

The impact of population growth on development is complex, must be handled comprehensively, and involves many elements and actors. *Collaboration* is a concept used as an approach to solving problems caused by the population growth rate in an area. *Collaborative Governance* is a new governance model strategy developed to replace conventional development approaches in making and implementing policies. Collaboration becomes essential in government administration when government organizations have top capabilities in finance, human resources and a rigid organizational structure. Collaborative Governance is one of the governance models popularized in the last few decades to describe collaborative government governance. The Collaborative Governance Model is considered appropriate for developing environmental situations full of diversity and complexity. Collaboration is the answer to the government's efforts and response in solving complex problems amidst limitations (Lems et al., 2013; Manimala et al., 2006; O'Leary & Vij, 2012; Sharma, 2021) Collaboration is a relationship built between organizations to achieve common goals that are difficult to realize if implemented individually. Collaborative Governance is a public structure and process in planning and managing policies that involve actors constructively from both government institutions, society, the private sector, other organizations that have the same concern to achieve goals that if carried out by one party are difficult to achieve (Blasco-Aras et al., 2020; Istiqamah, 2023; Johnston et al., 2010; Osei-Kojo et al., 2020).

At a pragmatic level, collaboration is a widely used approach in many local governments to solve social problems, but not all show positive results. The concept of collaborative governance is the approach used in handling street children in Pekanbaru City. Research shows that collaboration is only partially used and fails to achieve the expected goals (Anggrain & Mashur, 2022; Maulana, 2022). Failure to successfully implement the concept of collaboration in Riau Province is also due to the incompetent capacity of government employees. Collaboration also failed to be implemented for the Child-Friendly City program in Padang City when actors did not understand (Wahyuni et al., 2021). On the other hand, collaboration has been successfully used to address social problems in various regions. However, the success of implementing the collaboration concept in various regions shows mixed results (Handam & Akbar, 2020; Nazaruddin et al., 2024; Sofiyah, 2022; Ulfa & Setyoko, 2023). For example, the Department of Social Affairs, DKI Jakarta Province, uses the concept of Collaborative Governance to handle child welfare issues. There are three factors supporting the success of the collaboration process, namely the existence of the same concerns, valid data as a basis for policy-making, and the prominent role of the government community and the private sector in jointly overcoming social problems in Jakarta (Tianty et al., 2021). The success of collaboration depends on trust between the multiple actors involved (Hidayat et al., 2023; Hintea et al., 2019; Tobirin et al., 2023).

A Child-Friendly City program ensures children's growth to become quality human beings (Sinduwardoyo & Arieffuzaman, 2022). The Depok City Child-Friendly City policy has been running for a decade; it only took three years for Depok City to receive an award for six consecutive years as a city serious about realizing a Child-Friendly City. Empirical facts about the success of Depok City, supporting academic data that shows the concept of collaboration in dealing with social problems in big cities are the driving force for the research team to reveal how Depok City carries out the collaboration process: what, who, and how the collaboration is carried out. This study seeks to produce a collaborative model for Child-Friendly in Depok City.

METHOD

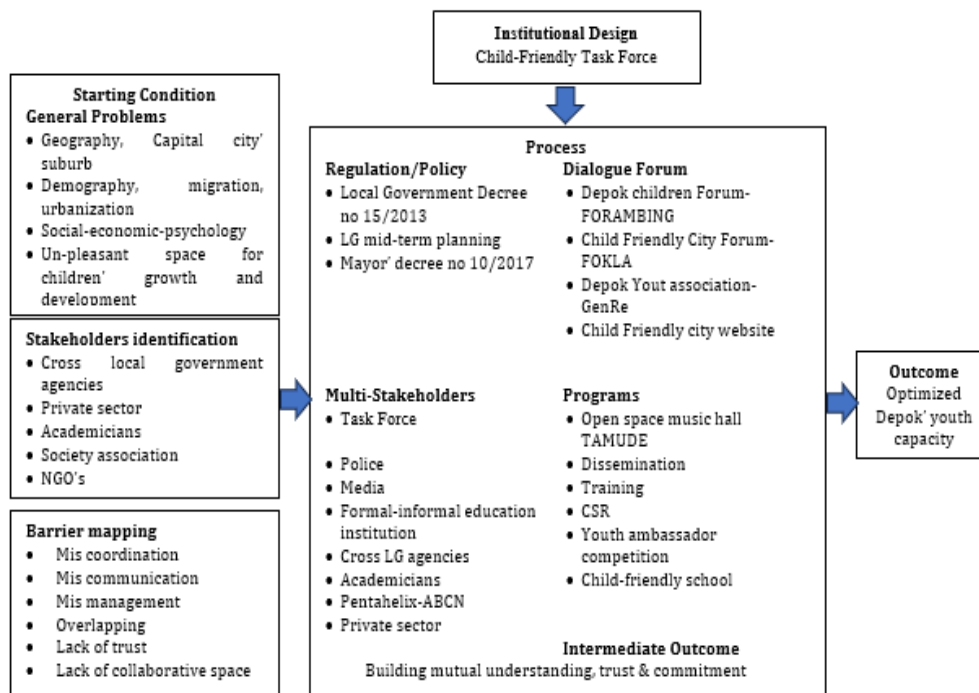
This research uses a qualitative approach to obtain a general picture of implementing the collaboration concept for a Child-Friendly City in Depok City. The study will use the Collaborative concept from Ansell & Gash (2007) because this concept provides a comprehensive picture of collaboration. They reveal determining factors as essential elements, explain the process and stages, identify the actors involved, and set targets and goals that have been and will be achieved. Even though the Ansell & Gash concept is used as a guide, the interview guide opens up the opportunity to capture the reality of the Indonesian public administration atmosphere which will show-up different phenomenon with Western-developed countries. Data was obtained through field observations, interviews with government officials across agencies: DP3AP2KB, Women's Empowerment and Child Protection and family planning Services, Population and Civil Registration Services, Social Services, Civil-registration Services, Civil-safe protection Units, PKK- Empowerment Family welfare, non-governmental organizations, district heads, RWs-Community association: those selected purposively. The secondary data used is in the form of Depok City Government policy documents, such as regulations, mid-term planning, departments/agencies strategic plans, the Child-Friendly City website, and other supporting documents.

RESULT AND DISCUSSION

This section presents the research findings using the collaborative governance framework developed by Ansell and Gash as an analytical lens. The model explains how collaborative governance is practiced in the context of Depok City, particularly in implementing the Child-Friendly City program. The framework's core components—starting conditions, institutional design, facilitative leadership, and the collaborative process—serve as guiding dimensions to analyze the roles of various actors, the dynamics of their interactions, and the mechanisms that enable or hinder effective collaboration. The findings illustrate the extent to which collaboration has taken place, the challenges encountered, and the strategies adopted by stakeholders to overcome those challenges in the face of urban pressures from Jakarta's development.

The reason for using the collaborative governance framework developed by Ansell and Gash is that it offers a comprehensive and structured approach that aligns well with the conditions in Depok City. Depok experiences complex challenges as a satellite city resulting from Jakarta's rapid development, such as environmental degradation, urban pressure, and socio-spatial inequality. These challenges demand more than a top-down or single-actor response. A shared decision-making process requires a holistic strategy involving multiple stakeholders—government institutions at various levels, community organizations, the private sector, and academic institutions. The Ansell and Gash framework allows researchers to systematically analyze how these actors build trust, develop shared understanding, and sustain commitment throughout the collaborative process. This framework can portray how collaboration unfolds in practice by focusing on key dimensions such as starting conditions, institutional design, facilitative leadership, and process dynamics. It proves especially relevant in Depok's context, where coordinated, multi-actor governance is essential to building a Child-Friendly City amid the pressures of neighboring Jakarta's development.

Figure 1
Children-Friendly City Model



Collaborative Governance did not appear suddenly, considering that it was carried out as a result of initiatives from various parties or interested parties who supported the need for coordination and cooperation in solving problems faced by government administration. Ansell, C., & Gash (2008) argue that collaborative Governance is best carried out by involving multiple parties; government, private sector, and society for public sake. It is also in line with the principle of implementing regional autonomy to overcome the problem of the span of control of services to the community. Collaboration establishes, facilitates, operates, monitors, and regulates cross-sectoral organizations to address public policy problems that cannot be easily handled by single organization.

Starting Condition

The Child-Friendly City Policy is a national policy through Presidential Decree 36/1990 and derivative policies from related ministries and institutions. This policy is implemented at the regional government level with execution and strategy in the hands of the regional government by the principle of autonomy. The initial phase (starting condition) is assessing whether collaboration is possible or needs to be continued by first understanding the historical background regarding the authority to carry out previous collaboration and support from resources, including human resources. At the initial stage of collaborative governance, relations between stakeholders and actors involved in policymaking are needed due to different understanding backgrounds, resulting in a form of asymmetrical relationship in the relationships carried out. Problems that must be considered in the initial stages of collaboration: 1) Inequality of authority and resources between actors, 2) Differences in interests between actors, and 3) Conflicts or problems that have occurred between actors. The Depok City Government is preparing to implement this policy by preparing a solid foundation by identifying and mapping problems.

A city is built by complex elements and constituents connected vertically-horizontally or independently. All elements have strengths, capacities, resources, and weaknesses as elements that form a city. Building a child-friendly city is not the government's burden alone. Local agencies that have been given tasks and authority and are provided with a budget will only be able to handle social problems in society if public organizations are limited by rules and regulations that allow them to move freely. The hierarchical, rigid nature of the organization means that the policymaking process takes a long time and is full of deliberation (Manimala et al., 2006). Collaboration requires many elements of society, public organizations/government to move together (Agranoff & McGuire, 2011; Ansell & Gash, 2007; Emerson, Nabatchi, & Stephen, 2011; Osei-Kojo et al., 2020).

The Depok City Government has created a strong legal basis for implementing the Child-Friendly City policy; dividing roles involving many elements indicates that the collaboration process is structured, well-prepared, and well-planned. Identifying the multi-actors involved, appointing local agencies as the leading sector, appointing planning agencies as the sub-leading sector as organizations that carry out program planning - division of tasks and determining budgets, involving community organizations, forming task forces at lower levels at an early stage are key it is essential to start collaboration. *Child development* is a complex problem involving many actors/sectors. Shared problems, shared vision, eliminating barriers, obstacles, sectoral egos, and strengthening each other are the initial stages carried out in the collaborative governance process (Kossmann et al., 2016).

Institutional Design

At the initial stage of collaborative governance, relations between stakeholders and actors involved in policymaking are needed due to different understanding backgrounds, resulting in a form of asymmetrical relationship in the relationships carried out. In the initial stage, the Depok City Government identified problems, identified actors that must be involved, identified the authority, capacity, and resources possessed by each actor, formed an internal task force structure for the Depok City Government across local government agencies/OPDs and all elements/actors in the City Depok. The task force was formed to carry out the mandate and mandate that the government was formed to protect its citizens (Ndraha, 2003; Rasyid, 1996). The task force was formed hierarchically, with the mayor's position at the top; the leading sector was handed over to Local planning board/BAPPEDA and woman-children empowerment agency/DPAPMK. Tasks are divided into five main tasks, classified as clusters, and each is responsible for a different OPD. Task force members involve all local agencies and other elements in Depok City, such as the local people representative council/ DPRD, Police, Courts, Universities, and the business sector.

Involving multiple actors in Child-Friendly City collaboration is a requirement because each actor has advantages and disadvantages that will cover and bridge each other in the collaboration ecosystem (Brodie et al., 2019). The differences in capacity, resources owned, duties, and authority of each actor will become strengths and strengthen collaboration (Blasco-Aras et al., 2020; Kuenkel, 2015).

The collaboration platform as a task force was then expanded to the lowest level to widen the reach “... Then, we innovated so that the task force reached the smallest area, namely the RW environment. Then, a Child-Friendly RW was formed. Around 900 more child-friendly RWs are spread across the Depok city area, but 286 child-friendly RWs already have a decree. With its superior Family Resilience program, the Depok City Government (Pemkot) continues to strive to achieve a child-friendly city. In fact, by the end of 2018, 284 Child-Friendly RWs had been formed

spread across 63 sub-districts throughout Depok City. This number will continue to increase, considering many RWs have fulfilled the requirements to become Child-Friendly RWs¹...(interview, 2023).

Collaboration Process: Building Trust-Commitment

Collaborative governance is a concept that describes the process of facilitating and operating in a multi-organizational setting to solve problems tunggal (Agranoff & McGuire, 2003). Another explanation states that collaborative governance is a way of managing government that directly involves stakeholders outside the government or state, oriented towards consensus and deliberation in a collective decision-making process that aims to create or implement public policies or manage public programs and assets (Ansell & Gash, 2008). Communication is the initial stage for collaboration, with stages: communication, cooperation, coordination, coalition, integration, and collaboration (Horwath & Morrison, 2007). The Depok City Government has created several child-friendly communication platforms, official websites, meetings between actors, functional communications, and interpersonal and inter-organizational communications. Good communication will eliminate sectoral egos, increasing mutual understanding (Sharma, 2021). Communication between actors with vast differences is the key to success in collaborative governance (Lems et al., 2013). Each local government agencies/OPD in the task force is free to establish communication according to their respective duties and roles so that common goals can be achieved in parallel and moved together.

Communication forums are built digitally and conventionally; each cluster has a different program, working on different activities with the same goal. Multi-actor activity involvement is carried out in clusters, including OPD as government representatives. Various programs and activities, both for the general public and formal children's activities carried out at school or in the form of informal activities outside the school environment, are all aimed at exploring and developing children's potential. In Cluster 1, institutional strengthening, the Depok City Government already has children's forums in 11 sub-districts and 63 mobile libraries. In cluster 2, there are aspirations from the Depok children's forum; the SIMODA application is a child-friendly educational care system, there is literacy, and children receive information according to the child's needs. Puspaga is a free counseling program for children and family-related problems. One of the activities in cluster 3 is socializing the age of marriage and preventing early marriage. Cluster 4, namely fundamental health rights, is supported by the APBD budget. Health services are carried out starting from level I health facilities. Cluster 5, namely education, has a budget of 20% of the APBD to support clusters 4 and 5. The Depok City Government is committed to rejecting the promotion of cigarette advertisements on all roads in the Depok City area. Creating an *SRA* Child-Friendly Education which reached 90% school. Cluster 6, namely special protection, The local-technical operation unit/ UPTD for protecting women and children, carried out by the Police, Hospital, LBH, domestic violence task force, and child protection task force. Conduct outreach regarding domestic violence and encourage the public to report when they experience or see acts of domestic violence.

The involvement of business actors is one of the strengths of the Child-Friendly City collaboration in Depok. As a profit-oriented organization, the business sector has a big responsibility to return the profits obtained from the rapid economic growth in Depok City through corporate social responsibility programs for the optimal growth and development of children in Depok City. The contribution of business elements through CSR can help the government overcome social problems (Rahmawati, 2023). The legal formation of the APSAI-

¹ RW is the lowest level of community association

Indonesian Children's Friends Entrepreneurs Association is proof of the business sector's contribution to the KLA program collaboration. The formation of official institutions is a characteristic of collaboration, which must move together, prevent overlapping activities, and increase the efficiency of achieving goals (Bendell et al., 2011; Furqoni et al., 2019). The presence of multi-actors, policies, institutions, communication forums, and joint activities characterizes the Child-Friendly City program as a joint program that is carried out together, shares responsibility, trusts each other, and has the same understanding to achieve common goals. Achieving ideal collaboration governance takes more work to achieve. Success is highly dependent on creating a deliberative climate that fosters trust, mutual commitment, accountability, willingness to share risks, and mutual trust between actors to share resources and put aside personal-group interests. Collaborative governance has common goals that will be achieved together (Johnston et al., 2010; Ran & Qi, 2018).

Leadership

The collaborative governance leadership model differs from the traditional leadership model, which refers to the person or individualistic leadership model. When the 21st century began, the concept of leadership experienced a shift in vocabulary: the concept of leadership was combined with the words disperse, devolve, democratic, distributive, collaborative, collective, cooperative, togetherness, coordinated, relational, and co-leadership, shared leadership. These words are far from the conventional leadership concept, which is synonymous with dominance, individualism, and the characteristics of a single individual. Leadership in today's world involves many actors who take on formal and informal leadership roles (James, 2011). The contemporary leadership concept is based on its implementation practices and relationship with the organization. Leadership does not just refer to style, behavior, or personal competence.

The leadership that emerges from the Child-Friendly City collaboration is legally in the hands of the regional head, the Mayor of Depok. At a pragmatic level, leadership is distributed to each person in charge, both local government agencies/OPD and other institutions, when implementing the program. The formation of task forces at different levels, from city level to the lowest level of community association/RW, each of which has the authority to carry out activity programs, shows that there is a responsible leader at each level. The phenomenon of delegating leadership at different levels shows no central, charismatic leadership figure driving this program. The legal leadership, the mayor, carries out decentralization-delegation of authority at lower levels to become leaders and take full responsibility for programs within their authority area. The nature of the leadership carried out is facilitative, providing space and support to each person responsible for the program and cluster.

Ansell & Gash (2008) explain that in collaborative governance practices, leadership has a significant role, especially when the level of participation is low, power and resources are unequally distributed, and the presence of a leader is expected to bring stakeholders to collaborate. Leadership plays a vital role in collaborative governance as a process/model/form/approach to decision-making and problem-solving that involves many stakeholders working together to achieve common goals. Leadership facilitates cooperation, builds trust, and guides collaborative processes. Leadership is a determinant factor, especially when participation levels are low, power and resources are unequally distributed, opposition is high, and the presence of a leader will bring stakeholders to collaborate (Muslim et al., 2022). Characteristics of leadership in collaborative governance: oriented towards public goals, prioritizing public values (Getha-Taylor et al., 2011; Moynihan, 2005), having excellent

capacity, being able to read, and identifying the strengths and weaknesses of each organization involved. Distributing problems appropriately and taking the optimal point in decision-making. Depok-Leadership in collaborative governance is innovative and creative to give reward and variety child-attractive programs, stimulating creativity by providing a space and facilities for non-government institutions to generate new ideas and innovations. Formal leaders empower all stakeholders involved by recognizing and appreciating their contributions. Leadership in Depok Child-friendly city creates a sense of ownership and commitment among different layer-stakeholders and produced informal leader in every layers and programs. Empowered stakeholders are more likely to be actively involved in collaborative processes and are more serious and responsible for all processes.

CONCLUSION

The Depok City Government is under heavy pressure from the development dynamics in neighboring cities, and many social problems are occurring while Depok City needs more resources and a budget. The Child-Friendly City Program in Depok City is a common problem carried out jointly by all elements in Depok City; there is a clear organizational structure and a division of authority, tasks, and responsibilities. All elements have different programs but for the same purpose. The Depok City Government is mandated to protect the citizens of Depok and provide ample space for all elements to work together. All actors are bound by a legal consensus that all elements accept. Achievement of intermediate targets becomes an incentive for all elements. The Depok is already on the track to becoming a child-friendly city. A child-friendly city in Depok has yet to be fully achieved because the involvement of the business sector is still limited; the number of companies involved in the APSAI still needs to be more extensive compared to the number of companies in Depok. Depok City must start using local regulation 7 of 2021 concerning CSR, which requires the business sector to be involved in the child-friendly city program.

One of the key novelties of this research lies in its contextualization of collaborative governance within a developing country's institutional and political setting. While collaborative governance in many developed countries often emerges from voluntary, consensus-based initiatives among relatively autonomous actors, this study argues that in developing country contexts like Indonesia, collaborative governance requires stronger institutionalization and formal legal frameworks to function effectively. Formalizing collaborative governance through public policy can help establish clear roles, ensure accountability, and sustain long-term collaboration across sectors in settings where state capacity, inter-sectoral trust, and civic infrastructure may be limited. By emphasizing the need to legalize or institutionalize collaborative arrangements, this research contributes to the theoretical development of collaborative governance in the Global South and responds to the unique administrative and socio-political challenges faced by cities like Depok.

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