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Fostering Trust In Collaborative: Building Child-Friendly Cities in Emerging Industrial Landscapes

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A B S T R A C T

This article explores fostering confidence in building child-friendly cities collaboratively in an emerging industrial landscape. Research problems are caused by the impact of the growth of new industrial societies, differences and conflicts of interest between stakeholders, child growth and development problems, high stunting, juvenile delinquency, street children, and parenting patterns that are not as needed. This study aims to elaborate and analyze how to foster trust in building child-friendly cities. Qualitative research methods and research data were collected through in-depth interviews and focus group discussions (FGDs). The results show that fostering trust in building child-friendly cities collaboratively is faced with differing interest gaps, resulting in distrust and a lack of commitment to building child-friendly cities. Communication spaces or joint forums among stakeholders in child-friendly campaign efforts have been organized but have not shown effective activities. The government, industry, and society do not have good communication space for sustainably building decent children. Recommendations for fostering confidence in designing a sustainable child-friendly city require a forum and a culture of good communication between the government, community, and industry that a child-friendly city is a common need and interest. In addition, the new industry has a social responsibility to build a dynamic child-friendly city. The importance of industries that have a commitment to children's growth and development through awareness programs for the development of sustainable child-friendly cities..

A. INTRODUCTION

This research is motivated by the problem of developing child-friendly cities as a result of regional development that prioritizes industrial development. As a result, crucial child growth and development problems arise, unfriendly parenting patterns, and high divorce which results in disharmonious families. In addition, another problem is the high number of out-of-school children, and child vagrancy is a new problem in the new industrial community. In addition, cultural shock due to the shift from traditional society to industrial society is not balanced with the readiness of the community to face the transition of community change. An agrarian society accustomed to one livelihood turned into an industrial society as laborers.

People are faced with the absorption of labor as industrial workers or as unemployed because some agricultural land shifts into industrial buildings. The shift encourages social changes in society and household dynamics in providing childcare. Purbalingga is An example of a new industrial society that is not ready for change. The absorption of women into labor compared to men has resulted in the role of men becoming more of a substitute role for taking care of children. This condition causes problems in addition to family disharmony as well

as neglect of children in obtaining proper care, health, and child growth and development. This change occurred quickly not prepared to anticipate these changes, as a result, further problems arose such as a high divorce, malnutrition of children resulting in stunting, and less optimal child growth and development. This condition is further exacerbated by the post-COVID-19 that has not been able to be anticipated by the government in developing child-friendly regional development.

This problem is the focus of this study, which is intended to foster mutual trust in building a sustainable child-friendly city in Purbalingga Regency. This study is also intended to analyze the problem of fostering trust between stakeholders in building a child-friendly city, success factors, and obstacles in building a child-friendly city.

Several issues were observed in relation to this study. First, not all families succeed in providing sufficient care and protection to children. Family is the main party responsible for providing protection, education, and development opportunities to children. However, certain families fail to assume such role and, as a result, children do not receive adequate attention and care to grow and develop in a safe and stable environment and a happy, loving, and understanding atmosphere[1]

Second, there are different perceptions on children among parents. Some parents view children as a 'entrusted individiuals' that must be protected and appreciated. On the other hand, other parents perceive children as 'family assets' and strongly believe that children must understand and obey their parents, a view that occasionally drives some children to experience neglect in growth and development and become victims of child trafficking, economic and sexual exploitations[2]

Third, poverty is the main factor and the biggest obstacle that hinders efforts to provide and protect children's rights. In working families with low income, the family is helpless to provide good Gisi, adequate parenting, and education by its development. This poverty also causes inadequate housing conditions, lack of sanitation facilities, and instability of housing can create an environment that does not support the growth and development of children. Poverty can also result in children's limited access to necessary health services. Children living in industrialized areas face a higher risk of malnutrition, infectious diseases, and other health problems. Children living in poverty are often more vulnerable to exploitation, child labor, and insecurity. Poverty can force children into dangerous work as

families attempt to survive[3] In addition, there is no proper poverty alleviation strategy that has implications for other problems[4]. The result that arises is the impact of poverty which results in problems in children's growth and development, especially in nutrition which results in stunting problems[5] (Erlyn et al., 2021)and[6] (Essa et al., Fourth, current parenting methods do not suitably respond to changes and technological advances. Children are left without proper and adequate guidance from parents when it comes to utilizing gadgets and consuming digital content. As a result, a variety of psychological issues arise in children development.[7]

In Purbalingga, the issue of child growth and development is encouraged by the shifting of gender roles. An article written by[8] mentions a new pattern of marriage that causes women's roles to shift. A wife's traditional role in the family generally involved shopping for daily household needs. In addition, domestic affairs are typically the domain of a wife, while her husband acts as the breadwinner of the family. With the increase of women's participation in the labor market, the role of women in the family has changed. With the development of the modern family, there is a new marriage pattern, in which women earn higher than men. Women are now able to make financial decisions in the family. This is traditionally different from the role of women in the past which is more centered on the domestic affairs and not including acting as the breadwinner. The development of a lower gender gap with women's higher education and an increase in women's participation in the labor market has encouraged the shift in gender roles in the family. The percentage of women who become the main breadwinner has increased.

[1]Asmawati, L. A. (2022). Pelaksanaan Kesejahteraan dan Perlindungan Anak Usia 4-6 Tahun Melalui E-Parenting Di Masa Normal Baru. *Indonesian Journal of Early Childhood: Jurnal Dunia Anak Usia Dini*, 4(1), 46. https://doi.org/10.35473/ijec.v4i1.1450

[2] Yuliani, D., Kesejahteraan, P., Bandung, S., Rinaldi, R., Fattahurrahman, H., & Kesejahteraan, P. P. (2022). Eksplotasi Anak Jalanan di Kota Bandung dan Kabupten Ciamis Jawa Barat. In *BIYAN: Jurnal Ilmiah Kebijakan dan Pelayanan Sosial* (Vol. 4, Issue 1).

[3] Pratama, F. F., & Chandra, D. (2022). Dampak Strategis Upaya Penanggulangan Kemiskinan Masyarakat Perkotaan pada Masa Pandemi COVID-19 melalui Program PKH di Kota Tasikmalaya. *Jurnal Ilmiah Ilmu Sosial*, 8(1), 63–76. https://doi.org/10.23887/jiis.v8i1.41238

[4] Sudipa, N., & Nurjani, P. S. (2021). Strategy for Accelerating Poverty Reduction in Klungkung Regency, Bali. *Jurnal Bina Praja*, 41–51. https://doi.org/10.21787/jbp.13.2021.41-51

[5] Erlyn, P., Hidayat, B., Fatoni, A., & Saksono, H. (2021). Nutritional Interventions by Local Governments as an Effort to Accelerate Stunting Reduction. *Jurnal Bina Praja*, 13(3), 543–553. https://doi.org/10.21787/jbp.13.2021.543-553

[6] Essa, W. Y., Nurfindarti, E., & Ruhyana, N. F. (2021). Strategies for Handling Stunting in Bandung City. *Jurnal Bina Praja*, 15–28. https://doi.org/10.21787/jbp.13.2021.15-28

[7] Atmojo, A. M., Sakina, R. L., & Wantini, W. (2021). Permasalahan Pola Asuh dalam Mendidik Anak di Era Digital. *Jurnal Obsesi : Jurnal Pendidikan Anak Usia Dini*, 6(3), 1965–1975. https://doi.org/10.31004/obsesi.v6i3.1721

[8] Cano, T., & Hofmeister, H. (2022). The intergenerational transmission of gender: Paternal influences on children's gender attitudes. *Journal of Marriage and Family*, December 2020, 1–22. https://doi.org/10.1111/jomf.12863

Another study also confirms the occurrence of family vulnerability when a mother's role in taking care of children is replaced by the husband when she works as a laborer in the false eyelash factory[9]. The false eyelash factory becomes a space for women to build social and economic networks, enabling them to build a social and economic capital and financial strength in domestic affairs. This condition was impacted at the beginning of March 2020 when the coronavirus disease (COVID-19) ravaged the false eyelash industry as well as other industries. Workers who work in the communal settings in factories were prone to be exposed to COVID-19. In addition, the mandate of the Purbalingga Regency to halt the operation of false eyelash industry caused disruptions to working conditions of workers. The purbalingga regency government took this action in accordance with the increasing threat of Covid-19. Deaths still occur even though they have implemented health protocols, especially those who experience cormobit.[10] This problem has further impacted the workers' families, in which problems relating to child growth and development already existed before the COVID-19 pandemic. In light of such circumstances, the Purbalingga Regency government has initiated efforts to build a commitment in overcoming child growth and development issues by realizing Purbalingga as a child-friendly city. The joint commitment involves various stakeholders, namely Department of Social Services, Population Control and Family Planning, Women's Empowerment and Child Protection (Dinsos Dalduk KBP3A), Public Health Office, Education Office, universities, and volunteers providing care for children. The process is developed through collaborative management or commonly referred to as collaborative governance. Collaborative governance is a means to solve chronic social conflicts between diverse stakeholders and formulate regional development plans for certain policies through creative, deliberative, and mutually beneficial self-organization among stakeholders. Collaborative governance encourages collective problem solving by involving key stakeholders and alternatives for top-down management, policy-making, and implementation.[11 & 12] Collaborative governance is also driven by conditions of uncertainty and great risk challenges of a leader to make decisions jointly and on target in accordance with the targets set[13 &14]

This collaborative management encourages a shared commitment to solve child development problems as one of the main issues discussed by academics and policy implementers. Good collaborative governance is an important part of achieving success for previously planned programs[15], especially in overcoming issues related to the treatment of discrimination, violence, exploitation, and neglect of children, as well as child labor. One such solution is a policy to develop a child-friendly regency or city as a step to create an environment that provide, nurture and protect children's rights through objectives, activities, programs, and policies. If the local government can fulfill the aforementioned aspirations, conducive conditions for children to grow and develop properly and the environment in which children's lives are protected will materialize[16].

Achieving awareness to care and being responsive to children's growth and development is a shared responsibility. In Purbalingga Regency, such awareness is the responsibility of stakeholders in social issues, including social services, public health offices, communities, private sector, media, universities, NGOs, and community leaders. This shared commitment is important considering that collaboration will not be achieved if there is no trust in collectively pursuing common objectives. Studies conducted by[17 &18] state that

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[10] Indrianingrum, Y., & Wiranta, A. (2021). Correlation of Factors Causing the Death of COVID-19 Patients and Enforcement of Regulations in Handling COVID-19 in the City of Bogor. *Jurnal Bina Praja*, *13*(3), 471–484. https://doi.org/10.21787/jbp.13.2021.471-484

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[13] Amin, R. M., Febrina, R., & Wicaksono, B. (2021). Handling COVID-19 from a Collaborative Governance Perspective in Pekanbaru City. *Jurnal Bina Praja*, 1–13. https://doi.org/10.21787/jbp.13.2021.1-13

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[16] Ramadhani, F., Kusuma, A. R., & Zulfiani, D. (2022). *STUDI TENTANG STRATEGI PEMERINTAH DAERAH eJournal Administrasi Publik*. *9*(3), 5420–5432.

[17] Mauk, M. (2020). Rebuilding trust in broken systems? Populist party success and citizens' trust in democratic institutions. *Politics and Governance*, *8*(3), 45–58. https://doi.org/10.17645/pag.v8i3.2896

[18] Evans, D. K., Holtemeyer, B., & Kosec, K. (2019). Cash transfers increase trust in local government. *World*

trust will grow if the government, as the policy maker, is committed to and displays satisfactory, democratic, and participatory performance. Therefore, the key lies in the performance of the local government, that is, whether the Social Services and Public Health Office of Purbalingga Regency have provided opportunities and space for the participating stakeholders in realizing a child-friendly city. Stakeholder trust itself is generally faced with various complex issues, including framework clarity, budget sharing, coordination, work programs, as well as shared responsibility for children issues in Purbalingga Regency. Therefore, this study is intended to analyze more about the efforts and obstacles in building trust between stakeholders in sustainably realizing a child-friendly city. .

B. METHOD

The qualitative approach enables researchers to understand deeply and contextually the dynamics of collaborative trust in the development of child-friendly cities. This research can explore how collaborative trust grows and develops in the context of child-friendly city development.

A qualitative method with a descriptive approach and a post-positivistic paradigm was utilized for this study. The method was selected since it adopts the theory used as a guide to analyze the analytical framework and research findings from social phenomena occurring in this study based on facts and data obtained through interview scripts, field notes, personal documents, and notes.

Based on studies conducted by [19 & 20], qualitative research methods are used to examine a natural object's conditions where the researcher is the key instrument, data collection techniques are carried out by triangulation

(combined), data analysis is inductive, and the results emphasize meaning rather than generalization.

The process of data triangulation is carried out in the collection and analysis of data from various sources or methods to confirm findings and ensure the validity of research results. In the context of collaborative development among stakeholders to realize child-friendly cities, triangulation can be used to strengthen trust among the parties involved. Here is the process of the triangulation method in this context. The steps taken are by identifying stakeholders, namely parties involved in the development of child-friendly cities. Conduct interviews with various stakeholders to get diverse points of view. Various perceptions about children's needs, expectations for collaboration, and barriers faced. It further compares and contrasts perspectives and findings from various stakeholders to ensure the research results include a wide range of views and experiences. Through this triangulation, it can increase trust between stakeholders, because research findings are supported by various types of data and points of view. This can help build stronger collaboration to make child-friendly cities a reality.

C. RESULTS AND DISCUSSION

1. Child-Friendly City Initiatives

The purpose of this study is to analyze the factors that hinder the formation of collaborative trust between various parties involved in the development of child-friendly cities. In this case, it is government, society, non-governmental organizations, and the private or industrial sector. The level of trust that exists among stakeholders involved in the development of child-friendly cities. In this case, researchers examine how to increase collaborative trust among various parties. Therefore, what needs to be analyzed is as follows

Child-friendly cities have been studied from different perspectives. Studies by[21,22] argue that a child-friendly city can be realized through the allocation of learning hours, safe school zones, friendly public spaces, child protection institutions, child-loving communities, safe places for children, and various policies. That supports child protection. Similarly, Purbalingga Regency is committed to building a child-friendly city for various reasons. Based on observations and research results,

Development, *114*, 138–155. https://doi.org/10.1016/j.worlddev.2018.08.020

[19] Fadli, M. R. (2021). Memahami desain metode How do stakeholders interact and communicate in efforts to build child-friendly cities, what role do dialogue and social interaction play in shaping shared perceptions of children's needs and supportive urban development, and how the dynamics of shared knowledge construction can influence the level of collaborative trust among stakeholders. Through a qualitative approach, research can provide in-depth insights into the factors that influence collaborative trust in the context of child-friendly urban development. Case analysis studies can provide relevant and contextual findings, enabling researchers to uncover the complexity of relationships between stakeholders.penelitian kualitatif. *Humanika*, *21*(1), 33–54. https://doi.org/10.21831/hum.v21i1.38075

[20] Darmalaksana, W. (2020). *Pre-print Digital Library UIN Sunan Gunung Djati Bandung, 2020*. 1–6.

[21] Saputra, R. (2018). Upaya Mewujudkan Kota Layak Anak Di Medan (Sumatera Utara) Dan Pontianak (Kalimantan Barat). *Jupaya Mewujudkan Kota Layak Anak Di Medan (Sumatera Utara) Dan Pontianak (Kalimantan Barat)*, *35*, 189–208. https://ejournal-new.ipdn.ac.id/JKCS/article/view/362

[22] Fahmi, A. (2021). Implementasi Program Sekolah Ramah Anak Dalam Proses Pembelajaran. *Jurnal Visionary : Penelitian Dan Pengembangan Dibidang Administrasi Pendidikan*, *6*(1), 33. https://doi.org/10.33394/vis.v6i1.4086

Purbalingga Regency has initiated various efforts to develop the regency into a child-friendly city. From regulatory aspect, Regional Regulation No. 27 of 2018 concerning Child-friendly City Districts has been issued, and the local government has established partnerships with various parties, industry, universities, children-oriented communities, and other related parties. These various efforts have resulted in an award as a region suitable for children, suggesting that, from the institutional aspect, Purbalingga Regency has met the standards in drafting child-friendly district regulations, community participation, industry and local media, and civil rights freedoms indicated by successful birth certificate registration, disclosure of children-related information, and active participation of children in various activities, as well as the role of the family, child care, health and welfare, education and protection.

However, a child-friendly city status does not rule out the possibility of child growth and development issues. The study identified problems the results of observations at the research location as follows. First, there is a cultural shift from a rural agriculture-based society, which was characterized by a way of life, values, and social interactions emphasizing closeness, shared emotion and strong inner bonds[23]. The shift marks the emergence of an asocial society that no longer places high importance and emphasis on the environment and social cohesion. The identification of such social issues can be observed from the growth of the new industrial society, which presents social vulnerability and disguised unemployment, which refers to male unemployment due to the absorption of female workers in the industry. A study by[24] states that the contribution of industry to the unemployment rate has decreased since 2000 but often fluctuates, especially with the male unemployment rate which continues to increase. This is in line with the need for industrial workers, namely the wig industry and other industries that absorb female workers.

2. Identified Challenges:

Two new social problems in Purbalingga emerge, namely child delinquency and street children. In 2019, 219 street children were recorded in the regency, which included 153 boys and 66 girls. Based on data from the Dharma Perwira Shelter House in 2022, the increase in street children in Purbalingga is caused by poverty (90%), family conflicts (2.5%), environment (2%), and other motives (2.5%). The need to survive has forced the street children in Purbalingga to earn a living by busking, begging, scavenging, and selling items. In addition to poverty, family conflicts also contribute to the presence of

street children in Purbalingga. According to one street child, they choose to be street children because they feel freer and are not pressured by the circumstances in their family. They are not afraid of starvation since they believe there will be other people who will show mercy when they beg or sing on the street.[25,26]

According to the results of interviews and FGDs with relevant parties, the problems of implementing the policy to realize a child-friendly city are identified as follows;

1. There is no solution to intregrally address the children issues in Purbalingga Regency. The commitment to realize a child-friendly regency in 2019 was hampered by various obstacles, including institutional problems, coordination, and synergy of stakeholders in implementing programs to accelerate the realization of child-friendly districts.

2. Out of the 23,371 school-age children who were not in school, 2,147 were of elementary school-age (SD), 5,921 of junior high school-age (SMP), and the remaining 15,303 were of senior high school-age (SMA/SMK).

3. Reported violence against children fall into two categories, namely physical violence, which includes beating, sexual assaults, and violence that causes other physical injuries, and emotional violence, which includes insults and ridicule.

4. Children in Purbalingga are vulnerable to health problems due to environmental factors, including air pollution either from vehicles or cigarette smoke, cases of poisoning due to contamination of water and soil by heavy metals or hazardous chemicals, and food hazard from additives in food products intended for children.

Restricted mobility and strict working methods has forced the industry to save resources and regulate industrial work patterns by reducing the number of workers. As a result, the industry did not carry out its industrial activities in full force and unemployment number rose, triggering a series of children-related and family issues. Based on data from the Religious Courts Office in 2017-2021, the marriage dispensation in Purbalingga rose to 95%, suggesting that more teenagers adopts a liberal lifestyle of pre-marital sex. In addition, the number of divorce is getting higher from year to year and 30% those who filed for divorce are workers.

[23] Agustang, A. , S. S. & A. (2021). *Interakasi Sosial Komunitas Lokal Dengan Pendatang dan Perubahan Struktur Komunitas Lokal (Studi pada Masyarakat Majemuk di Kawasan Industri Makassar)*.

[24] Priambodo, A., Hasibuan, R. R., Sulaeman, M., & Purnomo, D. (2021). Kontribusi Tingkat Industri Terhadap Angkatan Kerja Di Kabupaten Purbalingga. *Perwira Journal of Economics & Business*, *1*(1), 18–22. https://doi.org/10.54199/pjeb.v1i1.3

[25] Nurchayati, E. V. , & L. M. (2022). Peran Keluarga Dalam Meminimalisisr Tingkat Kekerasan Seksual Pada Anak. *Jurnal Hawa*, *4*, 22–30.

[26] Rafî, A., Indarajaya, K., Si, M., Hikmah, N., Sos, S., & Ap, M. (2020). Implemetasi Undang-Undang Republik Indonesia Nomor 6 Tahun 2014 Tentang Desa (Studi Pada Badan Permusyawaratan Desa Di Desa Bintang Ninggi II Kecamatan Teweh Selatan Kabupaten Barito Utara. In *Jurnal Administrasi Publik (JAP* (Vol. 6, Issue 1).

The issues are also due to the high number of female workers working in multinational companies in Purbalingga, as the data indicates that most industrial workers absorbed are women, signifying a condition that has changed the new social order of communities in Purbalingga. Table 1 presents the absorption of female workers in the industry in Purbalingga.

Table 1. List of Multinational Companies in Purbalingga in 2022

NO	COMPANY NAME	TYPE OF PRODUCTION	NUMBER OF WORKERS
1.	PT. Boyang industrial	Wig	8,009
2.	PT. Hyup Sung Indonesia	False eyelashes	1,172
3.	PT. Royal Korindah	False eyelashes	2,319
4.	PT. Sung Chang Indonesia	Wigs and Hair Pieces	2,499
5.	PT. Sung Shim Indonesia	False Eyelashes and Nails	1,256

Source: Data from the Manpower Office of Purbalingga Regency, 2022

Other social problems include poverty (20.53%), chronic diseases, especially blurred vision due to working in the industry, and the increasing number of school dropouts among children. In addition, during the COVID-19 pandemic, many wigs industry workers were exposed to the disease and industry closure resulted in a new poverty problem, adding to the list of new social problems in Purbalingga.[27]

3. Impact of COVID-19:

The root of the problem with the lives of female workers and the implications for their family lives in Purbalingga have not been resolved. The high number of female workers in the industry indicates a sign of progress and a problem simultaneously.[28] stated that women tend to not display their feelings and emotions in carrying out domestic roles to maintain the feelings of their husbands who experience competition and, occasionally, powerlessness in carrying out the role as breadwinners. Women sometimes receive and endure mistreatment, violence and exploitation by their husbands for the sake of the stability of the family. Women are also considered as tools for capitalism in their role as the main consumers in the economic system. Women need household goods for their family and female consumerism is considered as a form of maintaining market sustainability. The more diverse the need for goods for women and their families,

the more useful they are for the interests of the capitalist system. Moreover, during the COVID-19 pandemic, women became increasingly frustrated and depressed with conditions that caused them to be even more powerless. Therefore, women develop their ability to seek new alternative sources of livelihood when the industry cannot offer livelihood guarantee. It is, however, not easy to change the mindset of the community which traditionally do not witness the appearance of women in the public domain and as the main breadwinners of the family. Even women themselves have considered that their role as housekeepers is something that is commonly accepted in the society they live in.

During the COVID-19 pandemic, female workers, families, and children's growth and development are faced with threat of poverty, lack of income, nutrition, while children's health are prone to be neglected. In addition, female workers are faced with the threat of layoffs. This is in line with observations in the field that female workers are vulnerable to exposure to COVID-19 and the economic threat due to the cessation of the false eyelash industry operation. Some female workers who have been laid off are forced to find alternative income and involve their children in the production process for snacks[29](Juaningsih et al., 2020) This is supported by data from BPS (2020) which states that there were 134 medium and large companies (12.42 %) that stopped their operations in 2020 in Purbalingga, 11.11 % of which closed permanently while the remaining 1.31 % temporarily closed for an undetermined period. The industry closure occurred in the leading sub-sector, namely eyelashes and wigs factories, which are the largest exporter in Purbalingga.

4. Collaborative Governance Dynamics

The stakeholders in the development of child-friendly city in Purbalingga include the Regional House of Representatives, Regency Court, Regency Government represented by the Social Services, Department of Population Control and Family Planning, Women Empowerment and Child Protection, Public Health Office, Education Office, Department of Manpower, districts, villages, children care organizations, industry sectors (particulary false eyelashes manufacturers), universities (Jenderal Sudirman University), and the community leaders..

There are interesting dynamics in the collaborative governance process to establish a child-friendly city, namely through the process of collective decision making and collaboration using available resources. Hence, in realizing a city with friendly environment for children, the local government cannot work alone[30,31] stated that there

[27] Sari, E. K., & Fikri Zufar, B. N. (2021). Perempuan Pencari Nafkah Selama Pandemi Covid-19. *Al-Mada: Jurnal Agama, Sosial, Dan Budaya*, *4*(1), 13–29. https://doi.org/10.31538/almada.v4i1.1106

[28] Darmayanti, A., & Budarsa, G. (2021). Peran Ganda Perempuan Bali di Masa Pandemi Covid-19. *Jurnal Socius: Journal of Sociology Research and Education*, *8*(1), 1. https://doi.org/10.24036/scs.v8i1.209

[29] Juaningsih, I. N., Consuello, Y., Tarmidzi, A., & NurIrfan, D. (2020). Optimalisasi Kebijakan Pemerintah dalam penanganan Covid-19 terhadap Masyarakat Indonesia. *SALAM: Jurnal Sosial Dan Budaya Syar-i*, *7*(6), 509–518. https://doi.org/10.15408/sjsbs.v7i6.15363

[30] 30. Ansell, C., Doberstein, C., Henderson, H., Siddiki, S., & 't Hart, P. (2020). Understanding inclusion in collaborative governance: a mixed methods approach. *Policy and Society*,

are four variables that need to be taken into consideration, namely initial conditions, institutional design, leadership, and collaboration process. Each of these variables can be further reduced into sub-variables. The collaboration process variable is the core of the model, while initial conditions, institutional design, and leadership provide important contributions to the collaboration process. Policymakers in collaborative governance process are determined by taking into account the relevant stakeholders.[32] Consequently, the initial conditions of an organization determine the basic level of trust, while conflicts and social capital can be opportunities as well as challenges in a collaboration. Institutional design can serve as a basic rule in implementing collaboration, and leadership acts as a mediator as well as a facilitator in a collaboration.

The initial condition of the failed collaboration process is marked by differences in views between stakeholders which could raise local emotional issues that affect trust and mutual suspicion. Based on the aforementioned, the following three problems are identified: (1) an imbalance of resources and knowledge among collaboration actors, (2) unclear incentives to collaborate, and (3) a fear of conflict during collaboration. The problems discourage stakeholders to be actively involved and distrustful of the collaborative process emerge due to the absence of dependence between stakeholders, the absence of incentives to collaborate, misalignment and inefficiency of objectives, and conflicting networks, which drives withdrawal in the collaboration process.[33]

States that trust is the basic foundation of public organizations in carrying out the transformation process and the steps for achieving goals. Planning and implementing programs involving various parties are a shared commitment and responsibility. Therefore, trust is an important start and needs to be built for the implementation of a targeted program. A conscious and responsible participatory process begins with building adequate trust, therefore steps are needed to establish such trust. In addition to clear rules, the objectives of a policy are shared among stakeholders. Hence, the first

step needs to be continuously communicated. The next step is an open, clear, and responsible policy direction, which is a form of trust building that continues to be conveyed between interest actor [34] Trust is a fundamental condition for an individual to be involved in a program of activities. Believing in shared expectations and risks enables individuals to achieve collective goals in a collaborative process.[35]

Trust is built through three levels, namely individual, group, and organization. These levels of trust are realized through the building of a social structure in which there are social values that are established and monitored jointly between actors of interest in managing resources. Social values or norms that are used as shared spirits lead to effective collective actions in managing shared resources and common interests.[36] This awareness will give rise to the power of legitimacy at the level of individuals, groups, and organizations. Hence, trust is a shared capital in a democratic atmosphere to maintain the resources that are collectively managed. In realizing a sustainable child-friendly city, it is necessary to build trust by establishing social norms as the basic foundation in carrying out joint commitments[37]) In this collaboration process, more emphasis is placed on initial conditions, not on institutions, leadership and collaboration processes. In line with the studies by[38,39], collaborative governance is equipped with good stages but has not run optimally since efforts have not been maximized to build trust

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between stakeholders and a lack of understanding related to existing regulations is present.

The results of this study indicate that lack of trust is a major factor in the collaboration process. Collaborative governance is not only a matter of conducting negotiations but also building a connection between stakeholders to trust each other in a process to achieve a common goal[40],[41]. In its implementation, the commitment to develop a child-friendly city was hampered by various aspects. Based on observations and in-depth interviews, an overview of the development of a child-friendly city in the Purbalingga Regency was obtained. The Purbalingga House of Representative (DPRD) stated that the role of the local government in the development of a child-friendly city is to oversee the issuance of a child-friendly regional regulation. However, these efforts were faced with obstacles as follows:

1. The collaborative governance process was dominated by interest of certain stakeholders. Building trust in collaboration there needs to be an awareness that a growing industry can create jobs, increase the income of the population, and reduce the unemployment rate. This can create a sense of confidence and economic well-being among the population. Industry can contribute to the development of the education sector by providing resources and financial support. Industrial investment in infrastructure development can improve the quality of life of the population, including children. Good infrastructure, such as safe highways, city parks, and educational facilities, can boost public confidence in government and industry. Industry can empower local communities by providing skills training, education, and economic opportunities. This can create a sense of ownership and trust in the community.Risk managem

2. ent on children's growth and development had not become a collective institutional mindset. Provision of public spaces, lactation rooms, health rooms for workers, child care and well-managed playgroups by industry players is not a priority. Workers still relied on the response of the local government in providing facilities and provision of child care.

3. Innovations in public services did not develop, besides minimal policy communication and coordination, resulting in no significant breakthrough to address children's problems in Purbalingga. At least local governments need to develop innovations that are needed by the

community in any condition, including preparing for erratic changes in social structures[42],[43]

Based on these facts, stakeholders in sustainable child-friendly city initiative, such as the House of Representative (DPRD) as well as local governments must be present in the process of transforming the role of the region to show support to the community by carrying out various development policies that favor equity and poverty alleviation. Likewise, universities, which in this case refer to the Faculty of Law and Faculty of Social and Political Science of Universitas Jendral Soedirman, have been collectively committed to oversee the birth of regulations that support a child-friendly city. In line with industry commitment to CSR programs for the development of a child-friendly city, the industry's obligation to provide children and women-friendly public spaces has been proven by the existence of lactation rooms in the workplace. Likewise, the regional government has committed to building a child-friendly city, and eventually received an award from the central government ministry in 2021. This condition needs to be encouraged and motivated continuously through the role of local leaders in this case the Regent of Purbalingga to maintain the sustainability of the CSR[44] ((Rachmawati et al., 2021)

However, challenges do not only lie in the initial commitment but also in the trust in building collaboration that collides with formal and bureaucratic communication, causing various obstacles. Rampant street children problem, the unresolved double burden of women, the exploitation of female workers, and the impact of the COVID-19 pandemic with the cessation of industry's operations preent problems that have implications on family vulnerability. As a result, children's rights in education, health, and friendly public spaces are neglected.

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D. CONCLUSIONS

The achievement of the results of the development of child-friendly cities has broad implications, both in terms of economic, social, and environmental. In Purbalingga Regency, there is an increase in access and quality of children's health services, including good child health facilities and vaccination programs. The realization of the Development of Child-Friendly Public Spaces, is the construction of public spaces specifically designed for children, such as city parks with safe and clean play areas. Implementation of special programs to improve education, welfare, and child protection. Increased Community Participation and Involvement.

Purbalingga Regency received an award from the Ministry of Women's Empowerment and Child Protection (Kementerian PPPA), suggesting that the development of a child-friendly city in Purbalingga Regency was considered successful. However, the issue of children's growth and development is still faced with various challenges. The root of the problem is the condition of the families in Purbalingga, in which female workers remain dominant in the wig and other similar industries. This has resulted in the dual gender role of women, as domestic workers as well as breadwinners, and the exploitation of female workers, which has implications for the high divorce rate and high marriage dispensation for children. On the other hand, the COVID-19 pandemic has triggered the cessation of the industry operations, resulting in unemployment of female workers who highly depend on the industry for their economic life and are increasingly powerless to poverty risk.

These challenges have encouraged the commitment of the Purbalingga Regency government to realize a child-friendly city as seen from the trust building initiative and commitment to the collaborative governance process. This initial condition is important to create sustainable cooperation in developing a child-friendly city. However, the actors of interest involved in the program are diverse, hence obstacles and problems remain. The initial condition in the collaborative governance process is faced with a gap of different interests resulting in a lack of trust and commitment to realizing a child-friendly city. The joint forums between the stakeholders of the child-friendly city have been organized but are not displaying a sign of effectiveness. In addition, a lack of synergy between the industry and local government is present. However, The success of child-friendly city development depends not only on physical and infrastructure achievements, but also on the support and active involvement of various parties, or stakeholders. The successful development of child-friendly cities requires active participation from various stakeholders, including local governments, educational institutions, communities, industry, and non-governmental organizations. By understanding and responding to stakeholder needs and continuing to strengthen trust, child-friendly urban development can achieve greater and more sustainable success. This initiative requires active cooperation and commitment from all parties involved.

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