

Assessing the Collaborative Governance Model in Protecting Children in Conflict with the Law (CICL)

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Abstract. This study evaluates the implementation and effectiveness of Collaborative Governance models in the protection of Children in Conflict with the Law (CICL) in DKI Jakarta. Given the complexity and multi-dimensional nature of cases involving CICL, traditional governance models often fall short in providing comprehensive protection. This research explores how collaborative efforts among government agencies, non-governmental organizations, and civil society can enhance the protection, rehabilitation, and reintegration of CICL. By applying qualitative research methods and drawing on empirical data from key stakeholders, the study identifies the critical components of a successful Collaborative Governance model. The findings reveal that a well-coordinated and inclusive approach not only improves service delivery but also ensures that the rights of CICL are upheld throughout the legal process. This research contributes to the broader discourse on juvenile justice by proposing a governance framework that can be adapted to similar contexts, thereby improving outcomes for vulnerable children globally.

Keywords: Collaborative Governance; Children in Conflict with the Law; Juvenile Justice; Child Protection; Public Policy

1 Introduction

Children in Conflict with the Law (CICL), also known as *Anak Berhadapan Hukum* (ABH) in Indonesia, are minors who find themselves entangled in criminal activities, either as perpetrators, victims, or witnesses, within the legal system [1], [2], [3]. These children, often from socioeconomically disadvantaged backgrounds, face unique challenges that distinguish them from adult offenders. As Shoemaker (cited in [1]) points out, children from lower social strata are more likely to be involved in criminal activities, a phenomenon that highlights the deep-seated inequalities and vulnerabilities in society. According to Indonesia's Law No. 11 of 2012 on the Juvenile Criminal Justice System, a child is defined as any person under the age of 18. Consequently, CICL refers to children under this age threshold who are implicated in legal matters, whether as suspects, victims, or witnesses.

Children, due to their developmental stage, are particularly vulnerable to the impacts of criminal activities and legal proceedings. They require special protection and support, as they are still in their formative years and more susceptible to negative influences [4], [5], [6]. The principles of restorative justice, which emphasize healing and rehabilitation over punishment, are critical in dealing with CICL. These principles aim to avoid the stigmatization of children and facilitate their reintegration into society as constructive members [7].

The issue of juvenile delinquency has become a major public concern, sparking discussions across various levels of society, government, and law enforcement agencies [8]. The

increasing involvement of adolescents in crimes, both individually and in groups, underscores the need for targeted interventions and protective measures to guide their behavior in a positive direction [8], [9]. Data from the Ministry of Women's Empowerment and Child Protection (Kemen-PPPA) in Indonesia shows that in 2022, there were 4,088 cases of CICL handled by correctional institutions and state detention centers. This data represents a 1.3% increase from the previous year, indicating a worrying trend.

In criminology, the term juvenile delinquency refers to the actions and behaviors of minors that violate legal and moral norms [10], [11]. While this term is widely used in social sciences, particularly criminology, it is not always recognized within criminal law [12]. Juvenile delinquency encompasses a wide range of activities, from defiance of parental authority to serious criminal offenses such as murder, theft, robbery, rape, and drug abuse [13]. The challenge of addressing juvenile delinquency is not unique to Indonesia; it is a global issue that requires a comprehensive and nuanced approach.

In many countries, including Vietnam and Malaysia, the legal and policy frameworks for dealing with CICL are still evolving. Vietnam, for example, faces challenges related to the age thresholds in child law and the lack of a centralized data collection system, which hinders effective policy implementation [14]. Malaysia, as a signatory to the United Nations Convention on the Rights of the Child (UNCRC), has made strides in ensuring basic guarantees for the defense of CICL, but challenges remain in fully realizing these protections across ASEAN countries [15], [16]. In this context, understanding the approach of collaborative governance in the protection of CICL is critical. This approach, rooted in public administration, involves multiple stakeholders working together to ensure that children's rights are upheld within the legal system.

Despite the legal frameworks in place, the implementation of protective measures for CICL remains inconsistent and often inadequate. The rise in CICL cases, coupled with the challenges of coordinating efforts across different institutions, highlights the need for a more effective governance model. Collaborative governance, which involves the cooperation of government agencies, NGOs, the private sector, and civil society, offers a potential solution. However, there is a lack of comprehensive studies that assess the effectiveness of this approach in the context of CICL protection. This study aims to fill this gap by evaluating the outcomes of existing collaborative efforts and proposing a model that can enhance the protection and rehabilitation of CICL. This study is driven by the following objectives:

- 1) To evaluate the implementation and impact of child protection measures for CICL through a collaborative governance approach, focusing on how different stakeholders contribute to and influence the outcomes of these efforts.
- 2) To identify and recommend a model of collaborative governance that is tailored to the needs of CICL, ensuring their rights are protected while facilitating their rehabilitation and reintegration into society.

The significance of this study lies in its potential to influence both policy and practice in the field of juvenile justice and child protection. By examining the effectiveness of collaborative governance in protecting CICL, the research provides valuable insights that can guide the development of more effective strategies and policies. The findings of this study are expected to benefit a wide range of stakeholders, including government agencies, legal practitioners, child protection advocates, and the academic community. Furthermore, the proposed governance model could serve as a framework for other regions and countries facing similar challenges, contributing to the global discourse on child protection and juvenile justice.

In the broader context, this study highlights the importance of adopting a holistic and integrated approach to child protection. As the challenges faced by CICL are multifaceted,

involving legal, social, and psychological dimensions, an effective governance model must be equally comprehensive. By fostering collaboration among various stakeholders, the study aims to ensure that CICL receive the protection, support, and rehabilitation they need to lead fulfilling and law-abiding lives. Ultimately, this research seeks to contribute to the creation of a safer and more just society, where the rights and well-being of all children are upheld.

2 Literature Review

2.1 Collaborative Governance Theory

Collaborative governance is a concept that has evolved from governance theory and has become increasingly important in managing public policy and government affairs in the modern era [17]. The concept began to gain serious attention in the late 1990s, particularly after Gerry Stoker in 1998 published his five propositions of governance. These propositions highlight that governance involves institutions and actors not only from within the government but also from beyond it [18]. Governance blurs the boundaries between government and other entities, emphasizing the complex power relationships among institutions involved in collective action [19]. It recognizes that power is no longer solely in the hands of the government but also within autonomous networks of actors capable of using new tools to steer public policy [18].

One of the most influential models in collaborative governance theory is the model developed by [20]. This model highlights four key elements that influence the success of collaboration: starting conditions, institutional design, facilitative leadership, and the collaboration process itself. Starting conditions include the level of trust, conflict, and social capital among stakeholders, which can be critical factors in collaboration. Institutional design refers to the basic rules supporting the collaboration process, while facilitative leadership is essential for bringing actors to the negotiation table and guiding them through constructive negotiations. The collaboration process involves building trust, commitment, shared understanding, and ongoing face-to-face dialogue to achieve desired outcomes.

In addition to the Ansell & Gash model, [21] developed an integrative framework known as the Collaborative Governance Regime (CGR). This framework describes the collaborative dynamics and actions within a complex governance system. CGR encompasses the broader system context, internal collaborative dynamics, and collaborative actions, all working together to produce positive impacts and adaptations in public policy. This framework also emphasizes the importance of principled engagement, shared motivation, and capacity for joint action as three main components of collaborative dynamics.

Other collaborative governance models, such as those developed by [22], [23], and [24], offer various perspectives on how collaboration can be organized and managed. The Agranoff & McGuire model, for example, differentiates collaboration styles based on activities and strategies, while Ratner proposes three main phases in the collaboration process: explaining and listening, discussion or deliberation, and planning collaborative actions. Greenwood, meanwhile, highlights the importance of redefining collaborative governance through processes of agreement-seeking, collective action, and deliberately designed collaborative systems.

In the context of applying collaborative governance in Indonesia, particularly in the protection of CICL, this concept is highly relevant. CICL require special protection that involves various parties, including the government, law enforcement agencies, private institutions, and civil society. The collaborative governance model allows all parties to collaborate in providing excellent services to children and ensuring legal protection for their rights. The success of implementing collaborative governance in this context can be seen in how policies related to

CICL are formulated, implemented, and evaluated through a collaborative process involving various stakeholders.

2.2 Children in Conflict with the Law: Legal Protection Framework

Children in conflict with the law (CICL) have become a significant concern due to the rising number of crimes involving minors as both perpetrators and victims [25]. According to Article 1, paragraph 2 of Law No. 11 of 2012 on the Juvenile Justice System, CICL are defined as those who are involved in legal conflicts, victims of criminal acts, or witnesses to criminal acts. This definition encompasses three categories: children as perpetrators, children as victims, and children as witnesses. The law specifically addresses children aged 12 to 18 years who are suspected of committing crimes, while children under 12 years are excluded from this categorization.

Juvenile delinquency has become increasingly complex in recent years, exacerbated by the widespread use of technology, the internet, and social media [26]. Addressing this issue requires a comprehensive approach that includes both criminal policy and non-penal strategies [27]. The causes of juvenile delinquency can be divided into intrinsic factors, such as intelligence, age, gender, and family position, and extrinsic factors, including household environment, education, peer influence, and media exposure [28]. Handling cases involving CICL should prioritize familial approaches and avoid court proceedings whenever possible [29]. Restorative justice principles, which focus on repairing harm, involving the community, and providing opportunities for offenders to make amends, are essential in this context. Restorative justice encourages dialogue between the offender, the victim, and their families, aiming for resolutions that prioritize the child's interests and avoid punitive measures [30].

In Indonesia, several ministries and organizations are involved in child protection. The Ministry of Women's Empowerment and Child Protection (KemenPPPA) focuses on child welfare, while the Ministry of Law and Human Rights (Kemenkumham) promotes legal frameworks to combat child abuse and violence. The Indonesian Child Protection Agency (LPAI) plays a crucial role in advocating for children's rights and providing support through case management, advocacy, and public awareness. These institutions work together to ensure that CICL receive appropriate legal protection, emphasizing the importance of non-punitive approaches and community involvement in the rehabilitation and protection of these vulnerable individuals.

3 Methodology

This research employs a descriptive qualitative method aimed at exploring and understanding social issues, specifically related to CICL. According to [31], this method is highly effective in uncovering the meaning of individual or group experiences within the context of specific social problems. The qualitative approach was chosen because it allows the researcher to engage directly with the study participants [32], [33], thereby generating new knowledge and advancing forms of science and governance. In this context, an empirical juridical approach is utilized to identify and discover public policy concepts [34], relevant to the creation of good governance in the protection of CICL.

This research was conducted in the Special Capital Region of Jakarta, selected as the research location due to the high number of CICL cases, including issues of pornography, human trafficking, and sexual violence against children. The primary research sites involve various institutions playing roles in CICL protection, such as the Jakarta Metro Police, the

Ministry of Women's Empowerment and Child Protection (PPPA), the Indonesian Child Protection Commission (KPAI), and other relevant organizations.

The research focuses on three main aspects: first, the existing collaborative governance in CICL protection, which involves inter-agency coordination, clarity of objectives, and program integration. Second, the roles and dynamics of stakeholders in the collaborative governance process, including the mapping of actors and the collaboration process in CICL protection. Third, the outcomes and impacts of implementing collaborative governance in CICL protection, particularly the effectiveness and strategic impact of the policies, as well as the institutionalization of collaborative governance in CICL protection.

In this research, data collected consists of both primary and secondary data. Primary data is obtained directly from informants through interviews and observations, while secondary data is gathered from various relevant documents and archives. The selection of informants is conducted using purposive sampling, choosing those with deep and relevant knowledge of the research topic, as described by [35]. The collected data is then analyzed using the interactive model by [36], which includes the stages of data collection, data condensation, data display, and conclusion drawing. The validity of the data is tested through several approaches, including credibility, transferability, dependability, and confirmability [37].

4 Results

4.1 Child Rights Violations in DKI Jakarta

Jakarta as a bustling metropolitan city, is laden with various social issues, making it a sort of "criminal laboratory," including crimes involving children or CICL. Polda Metro Jaya, as a key law enforcement agency and the gateway for handling CICL cases, records at least five types of crimes frequently committed by CICL. These crimes include statutory rape (Article 81 of Law No. 23 of 2002), sexual abuse (Article 82), child exploitation (Article 88), violence (Article 80), and bullying (Article 77). The number of criminal cases involving CICL and their resolution handled by Polda Metro Jaya, including the Directorate of Criminal Investigation and various Police Departments in DKI Jakarta (Central Jakarta, North Jakarta, South Jakarta, West Jakarta, East Jakarta, Tanjung Priok Port, and Kepulauan Seribu), as well as surrounding metropolitan areas like Bekasi City, Bekasi Regency, Tangerang City, South Tangerang, and Depok, is summarized in the following table.

Table 1. Data on CICL Cases Handled by Polda Metro Jaya from 2020 to 2024

Year	Number of CICL	Diversion	Court
2020	256	10	246
2021	254	5	249
2022	366	13	353
2023	314	26	288
2024	81	4	77

Source: Ditreskrim Polda Metro Jaya (2024)

The table shows that the number of CICL cases handled fluctuated each year, with the highest number recorded in 2022 at 366 CICL cases and the lowest in 2024 at 81 CICL cases. The majority of these cases were resolved through the judicial process, significantly outnumbering cases resolved through diversion. This suggests that the judicial approach remains the primary method for handling CICL cases, indicating that the protection of CICL requires greater attention from relevant stakeholders. The data reflects that judicial resolution is still the dominant approach in CICL cases, underscoring the need for stakeholders to focus more on the protection of these children.

4.2 Stakeholder Collaboration in Child Protection and Rehabilitation

In Indonesia, the protection and rehabilitation of CICL are managed through a complex and well-coordinated network of organizations operating under a collaborative governance framework. This integrated approach involves key governmental bodies, non-governmental organizations, and social service institutions working together to ensure that the rights and welfare of these children are upheld throughout their interactions with the legal system. The collaboration among these entities is crucial for addressing the multifaceted needs of CICL, providing them with comprehensive care and support. Table 2 containing detailed information about various institutions involved in the protection CICL in Indonesia. This table includes interview details, main functions, challenges faced, and key initiatives or programs implemented by each institution.

Table 2. Detailed Information on Child Protection Institutions and Interviews in Indonesia

Institu tion	Interview Information and Details	Main Function	Challenges Faced	Key Initiatives or Programs
Indone sian Child Protect ion Commis sion (KPAI)	Interview with a KPAI commissioner regarding child protection policies, cross-sectoral collaboration, and restorative justice approaches. Highlighting challenges and future steps in child protection.	Supervising the implementat ion of child protection, providing policy recommend ations, conducting advocacy.	Weak cross- sectoral coordination, limited budget and resources, lack of standardized data documentation.	Supervision and advocacy of child protection policies, integrative child welfare program (PSI) in various regions such as Solo and Klaten.
Special Child Develo pment Institut ion (LPKA)	Interview with the head of LPKA and several child inmates. Focus on the development of CICL, challenges in program implementation, and LPKA's role in social	Developmen t, supervision, and education of children in conflict with the law.	Limited facilities and infrastructure, lack of coordination with families and communities, challenges in	Development programs through formal education, skills training, bread-making, screen printing, barista, and workshop training, as well as restorative

	reintegration of children.		training competent human resources.	and rehabilitative approaches.
National Child Protection Commission (KOMNAS PA)	Discussing KOMNAS PA's role in child protection in Indonesia, focusing on advocacy for children's rights and community involvement in child protection.	Advocacy for children's rights, community involvement in child protection.	Expanding advocacy reach to remote areas, resistance from some parties to policy changes.	Community awareness campaigns, collaboration with various institutions to expand advocacy and child protection.
Child Social Welfare Institution (PSSA)	Discussion on the role of PSSA in supporting children in need of alternative care and special protection efforts for neglected children.	Providing alternative care, supporting neglected children and those in emergency situations.	Lack of sufficient funds and facilities, shortage of trained staff to handle children with special needs.	Alternative care programs, psychosocial support for children, development of rehabilitation centers for neglected children.
Handayani Center	Discussing the role of Handayani Center in rehabilitation and training for children in conflict with the law, and their approach to reintegrating children back into society.	Rehabilitation and training for children in conflict with the law.	Limited social reintegration programs after children return to the community, restricted access to psychological services.	Skills training programs, psychological and emotional support, training for families in supporting children reintegrating into society.
Indonesian Forensic Psychology Association (APSIFOR)	Interview about APSIFOR's role in providing forensic psychology services for children in conflict with the law, including challenges in the implementation of psychological support.	Providing forensic psychology services for children in conflict with the law.	Lack of trained forensic psychologists, challenges in applying child-sensitive psychological approaches.	Development of forensic psychology training programs, collaboration with LPKA and other institutions to ensure appropriate psychological approaches for children in conflict with the law.
Ministry of Women's	Discussing the role of the Ministry of PPA in national coordination of child protection, as	National coordination in child protection,	Challenges in ensuring policy implementation at the regional	National child protection program, collaborative policies with various

Empowerment and Child Protection (PPA)	well as initiatives and policies currently being implemented to strengthen child protection.	policy formulation for child protection.	level, limited coordination with regional institutions.	ministries and institutions to strengthen child protection across Indonesia.
Jakarta Timur Probation Office (Bapas Jakarta Timur)	Interview with Jakarta Timur Probation Office regarding their role in assisting CICL and the restorative efforts undertaken.	Assistance and rehabilitation of children in conflict with the law.	Limited facilities and rehabilitation programs, insufficient involvement of families in the rehabilitation process.	Legal assistance programs, collaboration with families and local communities in the social reintegration process of children into society after serving sentences.
Indonesian Child Protection Institute (LPAI)	Discussion on LPAI's role in monitoring and advocating for child protection policies, as well as collaboration with various parties to enhance the child protection system in Indonesia.	Monitoring and advocating for child protection policies, educating the public.	Difficulties in collecting and integrating child protection data from various institutions, limited access to remote areas.	Public awareness campaigns, data-driven policy advocacy, collaboration with international and national organizations to improve the child protection system.

Source: Processed by author (2024)

4.3 Outcomes of Child Protection through the Collaborative Governance Approach

The protection of CICL achieved through a collaborative governance approach encompasses a range of outcomes that form the foundation for improving the overall child protection system. This approach involves coordinated collaboration among various stakeholders, including government agencies, NGOs, international organizations, the judiciary, and local communities, to achieve common goals in protecting and rehabilitating children involved in the justice system.

Key outcomes of this approach include:

- 1) Improved Quality of Legal Services: Collaboration between government, judiciary, and NGOs broadens access to high-quality legal services for children. This integrated system provides easier access to trained lawyers, legal counseling, and knowledge of their rights within the justice system. Studies, such as those by [38], highlight that legal aid services are crucial for those unable to afford them, ensuring equitable access to justice. The Supreme Court Circular No. 10 of 2010 further affirms the right to legal aid, particularly for vulnerable groups, ensuring all economic strata have equal access to justice. The improvement in legal services is evident through cases handled by the National Commission on Child Protection, which demonstrate its ability to support children as key witnesses or victims in high-profile cases. This collaboration enhances the legal services' capacity to meet children's needs, including better understanding of their specific

requirements, child-friendly interrogation techniques, and appropriate rehabilitation services.

- 2) **Policy and Regulatory Reform:** Collaboration among stakeholders, including government bodies, the judiciary, NGOs, and international organizations, can lead to comprehensive and effective policy reforms. Through dialogue and the exchange of perspectives, stakeholders identify weaknesses in existing systems and develop strategies for improvement. This includes revising laws, enacting government regulations, and developing more holistic child protection programs. Principles of good governance, as outlined by [39], emphasize the importance of process and fact-based decision-making, which are crucial in protecting children in conflict with the law. These principles ensure that policies are fair, non-discriminatory, and uphold the rights of all citizens, particularly vulnerable children.
- 3) **Public Awareness and Education:** Collaboration between government, judiciary, NGOs, and media often results in public awareness campaigns aimed at increasing understanding of the issues faced by children in conflict with the law. These campaigns disseminate information about children's rights, the consequences of their involvement in crime, and the importance of rehabilitation [40]. Public education programs, including training for parents, teachers, and security officers, help recognize risk signs and provide appropriate responses to troubled children. Such initiatives also inform communities about available resources and support during the rehabilitation and reintegration process.
- 4) **Development of Rehabilitation and Reintegration Programs:** Collaboration among various stakeholders enables the development of more effective rehabilitation programs. By leveraging diverse resources and expertise, these programs address the psychological, social, and educational needs of children [41]. Examples include vocational training, counseling, and social support to help children overcome challenges and reintegrate successfully into society. Interviews with officials from the Jakarta Child Protection Agency highlight the importance of education and vocational training in rehabilitation, helping children acquire life skills and successfully reintegrate into society. Professional values in foster care also contribute positively to children's development and behavioral change.
- 5) **Enhancement of Child Protection and Welfare:** Collaboration among stakeholders ensures effective child protection from exploitation, violence, and discrimination. By combining expertise and resources, this approach creates a system that prioritizes children's safety and well-being, emphasizing rehabilitation and reintegration over punitive measures. Internationally, the UN Convention on the Rights of the Child sets the age of childhood up to 18 years, although legal interpretations vary by country. Effective child protection systems must balance societal needs with the rights of children, ensuring fair and age-appropriate treatment within the justice system. Programs must be designed to be responsive to the diverse needs of children in conflict with the law, aiming to help them build sustainable futures as equal members of society.

5 Discussion

5.1 Recommended Collaborative Governance Model for Child Protection for CICL

The problems faced by CICL cannot be resolved by a single sector alone. Cooperation between the government, judiciary, non-governmental organizations, international organizations, and community groups is needed to achieve effective protection for these children. Cases involving CICL are often complex and require a comprehensive approach. It is not just the legal issues that need to be addressed, but also the social, psychological, and economic aspects that affect the condition and well-being of the child.

Various research and best practices have shown that collaboration between institutions and stakeholders can yield better results in protecting CICL. The collaborative governance approach emphasizes the importance of coordination, openness, and active participation from all parties involved [42]. Based on this, there is a need to develop an integrated system in handling children in conflict with the law, where various institutions and stakeholders can coordinate and collaborate to provide comprehensive services for these children. Therefore, a collaborative governance model or approach that is most suitable for Child Protection for CICL is needed, so that it can be recommended as a solution to strengthen the protection of Children in Conflict with the Law. With solid cross-sector cooperation and the application of collaborative principles, it is hoped that a safer, more inclusive, and supportive environment can be created for children to grow and develop well.

The collaborative governance model or approach for CICL protection must be designed by considering the complexity and specific needs of the juvenile justice system, as well as the integration of resources from various sectors. This approach must be inclusive, participatory, and focused on the well-being and rights of the child. Based on a collection of research propositions, the recommended Collaborative Governance Model or Approach for Child Protection for CICL is as follows:

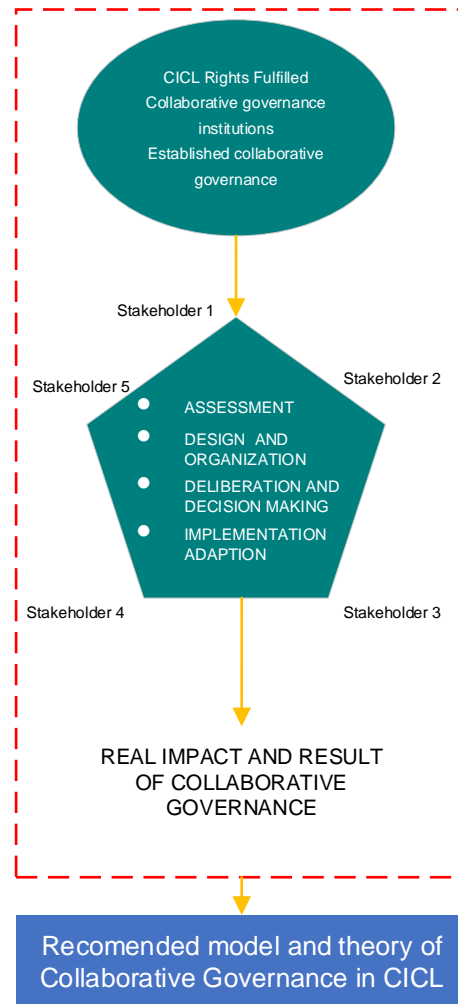


Figure 1. Recommended Collaborative Governance Model

In the implementation of Collaborative Governance for CICL as presented in the previous data, the components of the Collaborative Government theory for CICL can be identified. Here are the results of the analysis of the Collaborative Government model for Children in Conflict with the Law.

- 1) Fulfillment of CICL Rights: This shows that one of the main goals of collaborative governance is to ensure that the rights of CICL are fulfilled. This includes basic children's rights such as the right to protection, education, health, and rehabilitation. Fulfilling these rights is crucial to ensuring that CICL receive fair treatment and the support they need to undergo the legal process and reintegrate into society.
- 2) Collaborative Government Institutions: This refers to strengthening the institutions of collaborative governance involving various stakeholders. In this context, institutional strengthening means enhancing the structure and cooperation mechanisms between the

various parties involved, including the government, non-governmental organizations, communities, and the private sector. The goal is to create a well-organized system capable of working effectively in addressing the issues faced by children in conflict with the law.

- 3) **Established Collaborative Government:** This indicates that the ultimate goal is to build and strengthen a well-established and effectively functioning collaborative governance system. This means creating a collaborative governance system that not only exists formally but also works well in practice. This system must be able to adapt to changing situations, accommodate various interests and perspectives, and produce effective decisions and actions to protect and support children in conflict with the law.

The integration of collaborative governance and CICL offers a holistic approach that combines principles, processes, and practical tools from both concepts to create a more effective collaborative governance model. Greenwood et al. (2021) describe this process as consisting of four main stages:

- 1) **Assessment:** This involves evaluating the situation, needs, and problems faced by CICL.
- 2) **Design and Organization:** This involves planning the appropriate strategy and organizational structure to support the implementation of collaborative governance.
- 3) **Deliberation and Decision Making:** This includes the process of discussion and joint decision-making by various stakeholders to ensure that all voices and perspectives are heard and considered.
- 4) **Implementation and Adaptation:** This emphasizes the application of the decisions made and continuous adjustments based on feedback and results obtained.

Through this integration, the main goal is to create a significant collaborative impact, where various parties can work together harmoniously and effectively in protecting and supporting CICL. The combination of collaborative governance and CICL produces a significant collaborative impact, aimed at addressing complex issues such as the protection of CICL. This collaborative impact is achieved through the combination of expertise, resources, and perspectives from various stakeholders, including the government, non-governmental organizations, and local communities. The collaborative governance model resulting from the integration of collaborative governance and CICL is designed to ensure that all aspects of CICL protection, from initial assessment to implementation and adaptation, are carried out with a comprehensive and sustainable approach. With this model, it is hoped that the quality of services for CICL will improve, the child protection system will be strengthened, public awareness of CICL issues will increase, and the process of CICL reintegration into society can proceed more effectively. This model not only helps overcome existing challenges but also creates a more supportive and inclusive environment for children in conflict with the law.

5.2 Child Protection for Children in Conflict with the Law (CICL) through the Collaborative Governance Approach

The collaborative governance approach is a strategy that involves various stakeholders from the government, non-governmental, and civil society sectors to work together in a coordinated effort to protect and support CICL. This approach emphasizes the importance of active involvement from all stakeholders, including CICL and their families, in the decision-

making and policy implementation processes. Their participation ensures that their needs and perspectives are thoroughly considered in every step taken.

By adopting collaborative governance, various parties can contribute in their respective capacities to create a more holistic and comprehensive system. Additionally, this approach enables the creation of synergy among different parties with an interest in child protection. With proper coordination, the protection efforts for CICL can be carried out more effectively and efficiently, avoiding duplication of efforts and ensuring that all aspects of CICL's needs are met. Collaboration in this approach is based on open access to relevant information and transparency in the decision-making process. This allows all involved parties to better understand the context and situation, facilitating more effective and sustainable cooperation.

Through the collaborative governance approach, the results of child protection achieved can be more comprehensive and sustainable. This includes reducing stigma and discrimination against CICL, improving their access to services that meet their needs, establishing a more effective protection system, increasing support and guidance, and strengthening relationships between institutions and communities.

The impact of child protection achieved through the collaborative governance approach not only positively affects CICL directly but also creates broader benefits for society as a whole. By building strong partnerships between institutions and actively involving the community in the protection and support processes for CICL, the collaborative governance approach can create a safer, more inclusive, and supportive environment for all children to grow and develop optimally. With a focus on long-term impact, this collaboration also leads to the development of more sustainable policies that not only address symptoms but also the root causes of problems faced by CICL. Adaptation to temporary impacts allows stakeholders to learn from experience, identify shortcomings in the system, and make necessary changes to improve program success.

Therefore, the use of collaborative governance in the context of CICL promises a more holistic and adaptive approach to addressing the complexities of children's needs in the judicial system. This not only increases the effectiveness of interventions but also ensures that the policies implemented are inclusive, fair, and support the rehabilitation and reintegration of children into society. Table 2 provides a detailed overview of the roles, contributions, key collaborations, and challenges faced by various agencies involved in the protection and rehabilitation of CICL in Indonesia. The table summarizes the efforts of these institutions in ensuring that CICL receive comprehensive support through collaborative governance, highlighting the significance of cooperation among governmental bodies, non-governmental organizations (NGOs), civil society, and local communities.

Table 2. Summary of Collaborative Governance Approaches for the Protection of Children in Conflict with the Law (CICL)

Institution	Role & Contribution	Key Collaboration	Challenges
Indonesian Child Protection Commission (KPAI)	Ensures fulfillment of CICL rights through monitoring and evaluating child protection policies, develops a stringent and integrative monitoring system, implements	Government, NGOs, Communities, CICL Families	Ensuring effective and efficient collaboration, maintaining trust among stakeholders, systematic monitoring and evaluation.

	institutionalized collaborative governance to coordinate various initiatives and programs.		
Special Child Development Institution (LPKA)	Plays a crucial role in rehabilitation and education during detention, provides vocational and academic training, faces challenges in post-release support, collaborates with civil society to enhance reintegration efforts.	Civil society, NGOs, Local communities, Religious organizations	Continuity of support post-release, reintegration into potentially unsupportive environments.
National Commission for Child Protection (Komnas PA)	Addresses cases of sexual violence against children, provides counseling, support, and rehabilitation services, collaborates with educational institutions and NGOs for broader prevention and management efforts, uses legal authority for swift action.	Educational institutions, NGOs, Government agencies	Comprehensive management of sexual violence cases, maintaining transparency, accountability, and responsiveness.
Children's Social Welfare Institution (PSSA)	Provides shelter, education, and support for abandoned children or those involved in legal issues, ensures access to healthcare, education, and psychosocial support through collaboration with government agencies, implements institutionalized collaborative governance.	Civil Registry, Health Department, Education Department	Ensuring comprehensive support and collaboration with various government agencies, maintaining effective communication and coordination.
Sentra Handayani	Provides counseling, support, and	NGOs, Schools, Foundations	Overcoming budget and human resource

	rehabilitation for CICL, collaborates with NGOs, schools, and foundations to design comprehensive rehabilitation programs, involves civil society to support program effectiveness and sustainability.		constraints, reducing stigma faced by CICL.
Indonesian Association of Forensic Psychology (APSIFOR)	Provides psychological services and counseling to CICL using a scientific-based approach, collaborates with educational institutions, NGOs, and government agencies to ensure comprehensive psychological support, integrates services into the broader child protection system.	Educational institutions, NGOs, Government agencies	Integrating services within the broader child protection system, ensuring interventions are effective.
Families of Children in Conflict with the Law (CICL)	Plays a crucial role in the success of CICL rehabilitation by providing emotional, moral, and social support, faces challenges due to unsupportive conditions, collaborates with civil society and stakeholders to create effective family strengthening programs.	Civil society, NGOs, Religious organizations, Local communities	Overcoming challenges related to unsupportive family conditions, ensuring long-term support for families.

6 Conclusion

The research demonstrates that the implementation of collaborative governance in the protection of CICL in DKI Jakarta is integral to achieving a comprehensive and effective child protection framework. The active participation of government entities, non-governmental organizations, communities, and families has markedly enhanced service quality, reinforced the

child protection system, and facilitated the reintegration of CICL into society. The findings underscore the critical need for cross-sector collaboration to address the multifaceted challenges inherent in CICL cases, revealing that such issues cannot be effectively resolved by any single sector in isolation. The integration of collaborative governance and CICL principles has yielded a governance model that not only improves service delivery but also elevates public awareness and ensures a more effective reintegration process for children.

To advance the efficacy of collaborative governance in managing CICL, it is imperative to strengthen institutional frameworks, delineating clear roles and responsibilities for all stakeholders and ensuring the provision of adequate resources. Continuous capacity building through training and education is essential to equip stakeholders with the competencies required for effective child protection. Additionally, efforts to raise public awareness through targeted educational campaigns, coupled with the active involvement of communities and families in rehabilitation initiatives, are crucial. Enhancing monitoring and evaluation mechanisms will further ensure the responsiveness and sustainability of child protection programs.

The research offers significant theoretical and practical contributions. Theoretically, it integrates and expands upon various collaborative governance models and approaches, providing deeper insights into structured and systematic cross-sector collaboration within the context of CICL protection. Practically, it presents actionable recommendations for the refinement of policy and program development, the enhancement of institutional capacities, and the promotion of community engagement in the rehabilitation and reintegration of CICL. These contributions are intended to improve the overall effectiveness and impact of child protection efforts in a complex and evolving social landscape.

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