



The Role of Stakeholders In Achieving Surabaya Zero Child Marriage By 2024 to Realize Gender Equality

Alamsyah^{1*}, Agus Sukristyanto², Ayun Maduwinarti³, Windi Nopriyanto⁴
Universitas 17 Agustus 1945 Surabaya

Corresponding Author: Alamsyah alamsyahr25a@gmail.com

ARTICLE INFO

Keywords: Role, Stakeholders, Surabaya Zero Child Marriage, Gender Equality

Received : 25, June

Revised : 26, July

Accepted: 29, August

©2024 Alamsyah, Sukristyanto, Maduwinarti, Nopriyanto: This is an open-access article distributed under the terms of the [Creative Commons Atribusi 4.0 Internasional](https://creativecommons.org/licenses/by/4.0/).



ABSTRACT

This study aims to analyze and describe the Role of Stakeholders in Realizing Surabaya Zero Child Marriage in 2024 to Achieve Gender Equality. This research uses a descriptive qualitative research design. A collaborative network involving the city government, private sector, NGOs, communities, and religious organizations such as Muslimat NU in the city of Surabaya has shown significant results in suppressing the rate of child marriage. Through effective coordination, fair resource distribution, transparent communication, and continuous program innovation, this network has made substantial progress towards the zero child marriage goal. However, there are still areas that require further attention, especially in terms of improving access to resources and strengthening coordination. By continuing to strengthen collaboration and applying lessons from experiences, Surabaya can achieve the goal of completely abolishing child marriage.

INTRODUCTION

Child marriage is recognized as a violation of human rights and a major barrier to achieving gender equality (UNICEF, 2021). Regionally in Southeast Asia, the prevalence of child marriage remains high despite various countries adopting laws to prohibit the practice (Girls Not Brides, 2020). In Indonesia, although there are progressive policies like the Marriage Law Number 19 of 2019, its implementation still faces many challenges. Data indicates that child marriage continues to occur with various social and economic factors playing a role (BPS, 2022).

Sustainable Development Goals (SDGs) Target 5 aims to achieve gender equality and empower all women and girls. Empowering women and girls to fully realize their potential requires them to have the same opportunities as men and boys. This means eliminating all forms of discrimination and violence against them, including violence by intimate partners, sexual violence, and harmful practices such as child marriage and female genital mutilation (FGM) (<https://unstats.un.org/sdgs/report/2016/goal-05>).

Regarding child marriage in Southeast Asia, particularly in Indonesia, it shows that this phenomenon remains a serious issue that has both individual and social negative impacts. In Indonesia, early marriage often occurs due to economic factors, interpretations of religious teachings, and a strong patriarchal culture (<https://ugm.ac.id/id/berita/3878-pernikahan-anak-berdampak-pada-kesehatan-reproduksi/>).

Child marriage is a serious issue that negatively impacts the health, education, and welfare of girls. The implementation of policies related to child marriage in Indonesia, especially through the Marriage Law Number 19 of 2019, aims to protect the rights of girls and promote gender equality in line with the sustainable development goals (SDGs). In the city of Surabaya, these efforts are realized through the Surabaya Zero Child Marriage 2024 program, which aims to completely eradicate child marriage in the area.

The Surabaya Zero Child Marriage 2024 program has been pursued through various means including awareness campaigns and improving educational access for girls. However, the target to completely eradicate child marriage in Surabaya has not yet been achieved. Recent data shows that although there is a decline in child marriage rates, new cases still emerge every year; in 2024, there were 54 cases (Surabaya Religious Court, April 2024).

Research on the implementation of child marriage policies over the last decade reveals various approaches and outcomes, focusing on policy effectiveness, policy implementation, the role of religious institutions like KUA, and their impact on the welfare of girls. Some significant studies include "Effectiveness of Child Marriage Prevention Policies in Indonesia" (2021), "The Role of Religious Institutions in Preventing Child Marriage" (2020), and "Policy Implementation and Challenges in Eradicating Child Marriage" (2019). However, research on the specific impact of the Surabaya Zero Child Marriage 2024 program and the Role of Stakeholders in Realizing Surabaya Zero Child Marriage in 2024 is still lacking. This research aims to analyze and describe the Role of

Stakeholders in Realizing Surabaya Zero Child Marriage by 2024 to Achieve Gender Equality.

LITERATURE REVIEW

Network Theory and Governance is an approach in public administration that views administrative institutions as part of a broader network involving various actors, including government, the private sector, and civil society. In this context, the role of public administration is to coordinate and facilitate collaboration among various actors to achieve common objectives. (Kapucu, N., & Hu, Q., 2020).

Explanation of Network Theory and Governance Key Characteristics:

1. **Interdependence of Actors:** Actors within the network depend on each other for resources and information.
2. **Coordination and Collaboration:** The success of the network heavily depends on the ability to coordinate actions and collaborate using various resources.
3. **Flexibility and Adaptability:** The network has a flexible structure and can adapt to changes in the external environment.

Robert Agranoff and Michael McGuire (2003) are renowned experts in the study of collaborative management and network in the context of local government. They developed a framework to understand how collaboration and network management can enhance the effectiveness of governance. Below are some of the theory indicators used by Agranoff and McGuire. Indicators of Collaboration and Network Management According to Robert Agranoff and Michael McGuire

Network Structure

1. **Diversity of Actors:** The number and types of actors involved in the network (government, private sector, NGOs, community).
2. **Inter-Actor Relationships:** Patterns of interaction and formal or informal relationships among actors within the network.

Coordination and Communication

1. **Coordination Mechanisms:** Presence and effectiveness of coordination mechanisms, such as regular meetings, special committees, or collaborative platforms.
2. **Quality of Communication:** Effectiveness of communication among actors within the network, including frequency and transparency of communication.

Collaboration and Partnerships

1. **Level of Collaboration:** The extent to which actors within the network collaborate to achieve common goals.
2. **Satisfaction with Partnerships:** Actors' satisfaction with existing partnerships in the network, and identification of areas for improvement.

Resources and Support

1. Resource Sharing: Availability and distribution of resources (financial, information, expertise) among actors.
2. Access to Resources: Ease of access for actors to required resources, and identification of gaps in access.

Performance and Achievement of Goals

1. Performance Effectiveness: Level of goal achievement set by the network.
2. Success Indicators: Use of success indicators to measure network performance.

Innovation and Learning

1. Level of Innovation: Number and quality of innovations resulting from collaboration within the network.
2. Collective Learning: Level of knowledge sharing and collective learning among actors in the network.

Accountability and Transparency

1. Accountability Mechanisms: Presence of mechanisms to ensure accountability of actors within the network.
2. Process Transparency: Level of transparency in the decision-making and policy implementation processes.

Sustainability and Resilience

1. Program Sustainability: Strategies and practices implemented to ensure the sustainability of programs within the network.
2. Crisis Resilience: Ability of the network to face and respond to crises or emergency situations.

The Sustainable Development Goals (SDGs) are a set of global objectives agreed upon by member countries of the United Nations (UN) in 2015 as a continuation of the Millennium Development Goals (MDGs). The SDGs comprise 17 goals designed to address a range of global development challenges, including poverty, inequality, climate change, environmental degradation, peace, and justice. These goals are intended to be achieved by the year 2030. Gender Equality is one of the 17 Sustainable Development Goals (SDGs) adopted by the United Nations in 2015. This goal focuses on ensuring that women and girls have equal rights, opportunities, and access as men and boys in all aspects of life.

Previous Research

1. Strategies for Preventing Early Child Marriage in Dusun Gembor This study examines strategies for preventing child marriage in Dusun Gembor, highlighting traditional and social factors contributing to early marriage.

2. Implementation of the Child Empowerment Policy 2015-2019 Focuses on efforts to empower and protect children through policies designed by the Ministry of PPPA, assessing the effectiveness and implementation of these policies.
3. Implementation of the Child-Friendly City (KLA) Policy in Surabaya Researches the effectiveness of the KLA implementation in Surabaya, particularly in the cluster of special child protection, covering factors influencing implementation and its obstacles.
4. Role of Stakeholders in the Implementation of Family Planning Village Policy Studies how various parties contribute to the implementation of policy in the Family Planning Village, focusing on collaboration and coordination among stakeholders.
5. Implementation of the Community-Based Integrated Child Protection Policy (PATBM)

This research examines the implementation of PATBM in various regions in Indonesia, evaluating the effectiveness and challenges encountered during its execution.

Research on the implementation of child marriage policies in recent years shows various approaches and mixed results. It also indicates that the issue of child marriage remains unresolved, necessitating further research. Each article highlights the importance of a holistic approach and community participation in implementing child marriage prevention policies. The integration of education, economic empowerment, and legal support is key to preventing early marriage in Indonesia. The novelty of this study lies in its depth in analyzing and describing the Role of Stakeholders in Realizing Surabaya Zero Child Marriage by 2024 to Achieve Gender Equality

METHODOLOGY

Research Methodology This study employs a descriptive qualitative research design with the objective of understanding phenomena, as described by Creswell (2016). The purpose is to analyze and describe the role of the Office of Religious Affairs (KUA) in implementing the Surabaya Zero Child Marriage policy for 2024 to achieve Gender Equality. **Research Location** The research is conducted in Surabaya, given that this city has a specific program related to the zero child marriage policy.

Research Subjects Subjects include the Department of Women's Empowerment and Child Protection, Population Control and Family Planning (DP3APPKB), Surabaya Religious Court, Ministry of Religion in Surabaya, Office of Religious Affairs (KUA), District and Sub-district Offices, Community Units (RW), Non-Governmental Organizations such as Muslimat NU, educational institutions, and schools. According to Creswell (2017), purposive sampling is the technique of sampling data sources with specific considerations.

Data Collection Techniques According to Creswell (2012), data is collected through several methods:

1. In-depth interviews with key stakeholders to gain insights into the process and challenges in policy implementation.
2. Participatory observation at relevant locations to directly observe policy implementation.
3. Documentation including analysis of policy documents.

Data Validity According to Creswell (2012), data validity in qualitative research encompasses several important aspects aimed at enhancing trust in the researcher's interpretation of the collected data. Creswell emphasizes several key strategies to ensure data validity: Triangulation, Member Checking, Provision of Rich Evidence, Clarification of Researcher Bias, and Peer Review or Debriefing. Regular discussions with peers or mentors about the research process and data interpretation are conducted to obtain external input and ensure the strength of the analysis.

RESEARCH RESULT

This research aims to analyze and describe the Role of Stakeholders in Realizing Surabaya Zero Child Marriage by 2024 to Achieve Gender Equality, Utilizing collaboration and network management indicators developed by Robert Agranoff and Michael McGuire in 2023. Here is the discussion based on these indicators.

Network Structure

The implementation of the zero child marriage policy in Surabaya involves various actors working together in a complex network. This network structure includes different types of relationships and roles played by various actors.

Diversity of Actors

1. Department of Women's Empowerment and Child Protection, Population Control, and Family Planning (DP3APPKB):
Responsible for policies and programs related to women's empowerment and child protection.
2. Surabaya Religious Court:
Handles cases of child marriage that require legal intervention.
3. Ministry of Religion, Surabaya:
Oversees the implementation of marriage policies at the city level.
4. Office of Religious Affairs (KUA):
Conducts counseling and guidance for the community regarding child marriage.
5. District and Sub-district Offices:
Support the implementation of policies at the local level.
6. Community Units (RW):
Monitor and report incidents of child marriage in their neighborhoods.

7. Schools:
Play a role in providing education and socialization to students about child marriage.

Non-Governmental Organizations:

Muslimat NU: Engaged in advocacy, counseling, and educating the community about the dangers of child marriage.

Inter-Actor Relationships

a. Formal Relationships

1. Coordination Meetings: The city government regularly holds coordination meetings with NGOs and community organizations to discuss policy implementation strategies. These meetings serve to plan, direct, and evaluate the execution of the program.
2. MoU and Formal Agreements: To ensure effective cooperation, several actors need to sign Memorandums of Understanding (MoU) that outline the roles and responsibilities of each party.

Informal Relationships

1. Social Networks: In addition to formal relationships, there are informal relationships through social interactions and personal communication between actors. These social networks help strengthen collaboration and facilitate coordination in the implementation of the program.
2. Socialization Activities: Counseling conducted by the KUA at Taklim councils, PKK mothers' groups, and schools also reflects an effective form of informal communication in reaching the community.

The network structure formed for the implementation of the child marriage prevention policy in Surabaya involves various actors with individual roles and responsibilities. This network structure can be categorized as a collaborative network. Collaborative networks promote accountability and transparency by involving various stakeholders in the decision-making process. This ensures that all parties are accountable for their commitments and actions, and that decision-making processes are conducted openly. This enhances public trust in the government (World Economic Forum, 2021).

Coordination and Communication

Coordination Mechanisms are implemented through regular meetings, special committees, and discussion forums that involve all stakeholders. For example, the Surabaya Child Protection Committee holds monthly meetings to evaluate program implementation and devise new strategies. Communication among these actors generally functions well, with a feedback mechanism that allows each actor to provide input. Additionally, the Office of Religious Affairs (KUA) conducts outreach to Taklim councils, PKK mothers' groups, and schools. However, there are still some areas that cannot be accessed due to the lack of a Memorandum of Understanding (MoU).

Communication is a fundamental element in the management and operations of organizations, including in government. One of the most crucial forms of communication is vertical communication, which refers to the exchange of information between different hierarchical levels within an organization. In the context of government, vertical communication includes the delivery of policy instructions and decisions from senior officials to lower-level staff, as well as the collection of feedback, reports, and suggestions from staff to leaders. According to Denhardt, R. B., & Denhardt, J. V. (2015), vertical communication plays a vital role in ensuring that organizational goals are effectively and efficiently achieved. It helps maintain coordination, facilitates accurate decision-making, and enhances accountability at all levels of government. In this process, vertical communication can be divided into two main types: top-down and bottom-up communication (Rainey, H. G., 2009).

1. Top-Down Communication involves the flow of information from upper management levels downward. This includes policy directions, strategies, and decisions conveyed by leaders to their subordinates. A concrete example of top-down communication is the outreach conducted by the Office of Religious Affairs (KUA) to Taklim councils, PKK mothers' groups, and schools to raise awareness about child marriage issues.
2. Bottom-Up Communication refers to the flow of information from lower levels upward within the organizational hierarchy. It allows employees or operational-level staff to provide feedback, reports, and suggestions to upper management. The feedback mechanisms that enable each actor to provide input are examples of effective bottom-up communication.

Collaboration and Partnerships

The level of collaboration among actors is very high due to the existence of a Memorandum of Understanding (MoU) between institutions and the Mayor's Regulation No. 32 of 2024 on the Prevention of Child Marriage. This multi-sector collaboration formed to prevent child marriage in Surabaya involves various actors from government, judiciary, religious sectors, as well as the community and educational institutions. The following are types of collaboration that have been established:

1. Inter-Agency Collaboration: The Department of Women's Empowerment and Child Protection (DP3APPKB), Surabaya Religious Court, Ministry of Religion in Surabaya, and the Office of Religious Affairs (KUA) collaborate in formulating and implementing policies and programs related to the prevention of child marriage. DP3APPKB is responsible for related policies and programs, while the Religious Court handles cases requiring legal intervention.
2. Collaboration with Non-Governmental Organizations: Organizations such as Muslimat NU are involved in advocacy, counseling, and educating the community about the dangers of child marriage, demonstrating cooperation between the government and civil society organizations in addressing social issues.

3. Local Level Collaboration: District and Sub-district Offices, along with Community Units (RW), support the implementation of policies at the local level. RWs are tasked with monitoring and reporting incidents of child marriage in their neighborhoods, showing collaboration between the government and local communities.
4. Collaboration with the Education Sector: Schools play a role in providing education and socialization to students about child marriage, which is crucial for changing community norms and behaviors from the grassroots level.
5. This collaboration includes supervision, policy implementation, education, and legal intervention, involving various levels from the central government to local communities, as well as between government and non-government sectors.

This partnership is structured through good inter-sectoral coordination, supported by the Memorandum of Understanding (MoU) and local policies such as the Mayor's Regulation No. 32 of 2024. The goal is to prevent and address the issue of child marriage through an integrated approach involving various stakeholders in the community.

Resources and Support

Allocation of Resources Both financial and non-financial resources are distributed proportionally among stakeholders. For instance, the Surabaya Office of Women Empowerment, Child Protection, Population Control, and Family Planning (DP3APPKB) is actively involved in campaigning against violence and early marriage through various socialization and educational activities, such as the Parade to Stop Violence and Early Marriage, held concurrently with the National Children's Day Celebration. These activities focus on conveying the importance of protecting children from early marriage and encouraging active community participation in safeguarding children's rights. Meanwhile, NGOs provide expert personnel and volunteers. Particularly, the Muslimat NU is proactive in educating the community about the adverse effects of child marriage through various activities such as seminars, workshops, and lectures, utilizing study forums and religious assemblies to disseminate information and raise awareness about the importance of postponing marriage until a more mature age.

Performance and Goal Achievement

In the efforts to achieve a zero child marriage condition in the city of Surabaya, the effectiveness of policy implementation by stakeholders can be measured through indicators such as the decline in child marriage rates. Statistical data indicate a significant decrease over the past few years, signaling the success of the networks involved in preventing child marriage.

Key Success Factors for Achieving Zero Child Marriage in Surabaya

1. **Integrated Policies:** The adoption of clear and integrated policies across various governmental and non-governmental organizations has strengthened the framework to combat child marriage.
2. **Increased Community Awareness:** Intensive awareness campaigns and educational initiatives inform the public about the negative impacts of early marriage on children and society as a whole.
3. **Multi-Sectoral Approach:** Collaboration between the DP3APPKB, religious courts, ministry of religious affairs, schools, and local communities in implementing and monitoring policies.
4. **Law Enforcement:** Religious courts and the Office of Religious Affairs are effective in enforcing legal age restrictions for marriage and providing legal guidance.

Barriers to Goal Achievement The main barriers to achieving this goal are cultural resistance and lack of awareness in some communities. To overcome these, more intensive and personalized approaches are employed. **Supporting Findings** The findings are supported by the United Nations International Children's Emergency Fund (UNICEF) on Gender and Economic Inequality: Child marriage is often rooted in deep gender and economic inequalities. In many cultures, child marriage is seen as a way to secure a girl's future or to reduce the economic burden on families.

Additionally, supported by the Nada Foundation in the UK on Education and Mindset Change: Education is critical in changing perspectives and eroding cultural norms that support child marriage. Educational campaigns that raise community awareness about the negative impacts of child marriage can help shift societal attitudes.

Innovation and Learning Level of Innovation

This network promotes innovation in the form of creative programs such as using social media for awareness campaigns and providing skill training for teenagers. The Surabaya City Government has implemented several innovations to achieve the target of zero early marriages by 2024. Steps taken include:

1. Not issuing marriage certificates to minors.
2. Implementing penalties for fathers who fail to provide child support after divorce, including the blocking of administrative documents for violators.
3. Education and socialization involving various stakeholders through services like the Family Learning Center (Puspaga), Great Parents School (SOTH), and Surabaya Children's Forum (FAS).

These measures are expected to prevent early marriages and support the survival and education of children in Surabaya. The Surabaya Religious Court has collaborated with the Surabaya City Government and the Ministry of Religious Affairs to achieve zero early marriages by 2024. This partnership includes several initiatives:

1. Setting targets for the reduction of marriage dispensation requests for minors, reflecting a decrease in early marriage cases.
2. The Surabaya Religious Court actively participates in education and provides guidance and fatwas to prevent early marriages and divorces as part of an educational and preventative strategy.

The Ministry of Religious Affairs in Surabaya and the Office of Religious Affairs (KUA) Surabaya have joined forces with the Surabaya City Government to reduce early marriages with a target of zero by 2024. This initiative includes:

1. Signing an MoU that includes a prohibition on issuing marriage certificates to minors.
2. Involving the Surabaya Religious Court and Kemenag in providing guidance and fatwas as part of the education and prevention of early marriages.

These steps are expected to reduce early marriage rates through more effective legal, educational, and social approaches. District and village offices in Surabaya have implemented several innovative programs to achieve the target of zero child marriages by 2024. Initiatives include:

1. Health and Nutrition: Programs to raise awareness of family nutrition, which are crucial for improving quality of life and reducing stunting rates. Initiatives like "Healthy Family Ready & Resilient to Disasters" focus on preventing and reducing maternal and child mortality rates and promoting health through clean and healthy living behaviors.
2. Economic Empowerment of Families: Programs that support family economic strengthening through initiatives such as business development for increasing family income and utilizing local resource potentials. These aim to reduce the economic pressures that may encourage early marriages.

These programs are developed based on the principles of local wisdom, community participation, and partnerships between the government and non-government organizations, creating a comprehensive approach to address the issue of child marriage in Surabaya.

Muslimat NU Pressing Down on Child Marriage in Surabaya Legal Marriage Counseling and Socialization Education: Muslimat NU organizes seminars and workshops to provide understanding about the prevailing marriage laws, including the minimum age limit for marriage. The primary goal is to raise community awareness about the importance of adhering to legal rules for the welfare of children.

The programs run by Muslimat NU in Surabaya have shown positive results, with a decrease in child marriage rates in several areas. The active involvement of various parties, including the government, community, and civil society organizations, has created a more supportive environment for girls to grow and develop without the pressure to marry early.

Accountability and Transparency

Accountability Mechanisms There are clear accountability mechanisms in place, such as regular reporting and program audits to continually socialize and educate the community about the dangers and negative impacts of child marriage. This education can involve cooperation with schools, media, and religious institutions to disseminate relevant information. By implementing comprehensive and effective accountability mechanisms, the city of Surabaya can move forward towards the elimination of child marriage and support better development for children and adolescents in the city. Research findings supported by Ezzamel et al. (2007) highlight the importance of discourse in institutional change, particularly how institutions report and are held accountable. This emphasizes that the reporting process can influence changes in organizational governance.

Transparency Processes: Decision-making and policy implementation processes are transparent, with information openly provided to the public through government websites and local media. The accountability mechanisms for preventing child marriage in Surabaya include various effective and comprehensive steps. These include the preparation of regular reports and program audits to ensure that all activities are conducted according to established standards. Continuous socialization and education are also crucial parts of these mechanisms, involving cooperation with schools, media, and religious institutions to spread awareness about the dangers and negative impacts of child marriage. Furthermore, the decision-making and policy implementation processes in Surabaya are transparent, with information available openly to the public through government websites and local media. The implementation of these effective accountability mechanisms aims to eliminate child marriage and support better development for children and adolescents in Surabaya.

Sustainability and Resilience

Program Sustainability The programs designed to prevent child marriage in Surabaya are created with an approach that ensures their sustainability. Essentially, these programs are designed in such a way that they can continue to operate with minimal government support, allowing local communities to take over and independently continue these initiatives. This is achieved through ongoing education, community empowerment, and the establishment of strong local structures that can support and perpetuate the programs without total reliance on government intervention. Research findings supported by Buzási, A., & Csizovszky, A. (2023) emphasize the importance of integrating key analysis in studies of urban sustainability and resilience to aid decision-making in developing effective and sustainable strategies.

Crisis Resilience This network has shown good resilience to crises, such as the COVID-19 pandemic, by adapting programs through digital platforms and strengthening social support. With a focus on sustainability and resilience, the zero child marriage program in Surabaya aims not only to address this issue in the short term but also ensures that these prevention efforts endure and remain effective in the face of unforeseen and changing situations. This creates a model that can be adapted and implemented in other regions to proactively protect the rights of children and adolescents.

CONCLUSIONS AND RECOMMENDATIONS

The collaborative network involving the city government, private sector, NGOs, community, and religious organizations like Muslimat NU in Surabaya has shown significant results in reducing child marriage rates. Through effective coordination, fair resource distribution, transparent communication, and sustainable program innovation, this network has made substantial progress towards the goal of zero child marriage. However, there are still areas that require further attention, particularly in terms of enhancing access to resources and strengthening coordination. By continuing to strengthen collaboration and applying lessons learned from experiences, Surabaya can achieve its goal to completely eradicate child marriage.

1. **Strengthening Coordination Mechanisms** It is recommended to strengthen existing coordination mechanisms by introducing digital collaborative platforms that allow more efficient and transparent interactions among stakeholders.
2. **Enhancing Quality of Communication** Increase the frequency and quality of communication among actors through effective communication training and the use of modern communication tools to ensure accurate and timely information.
3. **Empowering Communities:** Enhance community participation in child marriage prevention programs through more intensive awareness campaigns and provision of strong local support.
4. **Optimizing Resource Allocation** Improve resource allocation by ensuring fair distribution and easy access for all involved actors, and identify and address gaps in resource access.
5. **Sustained Performance Measurement** Use more comprehensive success indicators to measure the network's performance sustainably and ensure that the "Zero Child Marriage" goal is consistently achieved.

ADVANCED RESEARCH

Comparative Analysis Perform a comparative analysis with other cities or regions to understand the different success factors and challenges in different contexts.

ACKNOWLEDGMENT

This section gives you the opportunity to thank your colleagues who provided suggestions for your paper. You can also express your appreciation for the financial assistance you received, in completing this research.

REFERENCES

- Agranoff, R., & McGuire, M. (2003). Governance networks. *Encyclopedia of public administration and policy*, 552-557.
- Buzási, A., & Csizovszky, A. (2023). Urban sustainability and resilience: What the literature tells us about “lock-ins”?. *Ambio*, 52(3), 616-630.
- Creswell, J. W., & Poth, C. N. (2016). *Qualitative inquiry and research design: Choosing among five approaches*. Sage publications.
- Creswell, J. W., & Creswell, J. D. (2017). *Research design: Qualitative, quantitative, and mixed methods approaches*. Sage publications.
- Choirunisa, D. F., Lita Tyesta, A. L. W., & Diamantina, A. (2016). Pelaksanaan Tugas Dan Wewenang Kementerian Pemberdayaan Perempuan Dan Perlindungan Anak Dalam Meningkatkan Perlindungan Terhadap Perempuan Dan Anak Di Indonesia (Studi Perbandingan Periodisasi Kabinet Tahun 2010-2014 Dengan Kabinet Tahun 2015- 2019). *Diponegoro Law Journal*, 5(2), 1-19.
- Denhardt, J. V., & Denhardt, R. B. (2015). *The new public service: Serving, not steering*. Routledge.
- Duadji, N., & Tresiana, N. (2022). Analisis perkawinan anak dan kebijakan terkait di Indonesia: Isu pembangunan berkelanjutan. *Ekorozwoju Bermasalah*, 17 (1).
- Ezzamel, M., Robson, K., Stapleton, P., & McLean, C. (2007). Perubahan wacana dan kelembagaan: 'Memberi akun' dan akuntabilitas. *Penelitian Akuntansi Manajemen*, 18 (2), 150-171.
- Hák, T., Janoušková, S., & Moldan, B. (2016). Sustainable Development Goals: A need for relevant indicators. *Ecological indicators*, 60, 565-573.

- Hadiyanti, H. (2020). Implementasi Kebijakan Tentang Perlindungan Anak Terpadu Berbasis Masyarakat (PATBM) di Kabupaten Bandung Barat (Doctoral dissertation, Perpustakaan Pascasarjana).
- Hendel, N. (2022). United Nations International Children's Emergency Fund (UNICEF). In *International Conflict and Security Law: A Research Handbook* (pp. 719-731). The Hague: TMC Asser Press.
- Istiawan, D. (2017). Strategi Pencegahan Pernikahan Anak Usia Dini di Dusun Gembor, Desa Rejing, Kecamatan Tiris, Kabupaten Probolinggo (Doctoral dissertation, Universitas Airlangga).
- Irawati, H. P., & Nawangsari, E. R. (2019). Implementasi Kebijakan Pengembangan Kabupaten/Kota Layak Anak Di Kota Surabaya. *Dinamika Governance: Jurnal Ilmu Administrasi Negara*, 9(2).
- Kapucu, N., & Hu, Q. (2020). *Network governance: Concepts, theories, and applications*. Routledge.
- Klassen, A. C., Creswell, J., Plano Clark, V. L., Smith, K. C., & Meissner, H. I. (2012). Best practices in mixed methods for quality of life research. *Quality of life Research*, 21, 377- 380.
- Pengadilan agama Surabaya April 2024
- Peraturan Walikota Nomor 32 Tahun 2024 tentang Pencegahan Perkawinan pada Usia Anak.
- Psaki, SR, Melnikas, AJ, Haque, E., Saul, G., Misunas, C., Patel, SK, ... & Amin, S. (2021). Apa saja faktor pendorong pernikahan anak? Kerangka konseptual untuk memandu kebijakan dan program. *Jurnal Kesehatan Remaja* , 69 (6), S13-S22.
- Rainey, H. G. (2009). *Understanding and managing public organizations*. John Wiley & Sons.
- Rofiah, S., Fauzi, M., & Muqoddam, F. (2022). The role of religious organizations in child marriage prevention and handling during pandemic. *Ulul Albab: Jurnal Studi dan Penelitian Hukum Islam*, 5(2), 63-81.

Schwab, K. (2015). World economic forum. Global Competitiveness Report (2014-2015).

Van Hamel, C., & Jenner, L. E. (2015). Prepared for practice? A national survey of UK foundation doctors and their supervisors. *Medical Teacher*, 37(2), 181-188.

Widodo, E. S. (2019). Peran Stakeholder Dalam Implementasi Kebijakan Kampung Keluarga Berencana (Studi Desa Jambewangi Kecamatan Sempu Kabupaten Banyuwangi) (Doctoral dissertation, Universitas Airlangga).