



Management System in Strengthening Women's Empowerment and Child Protection Institutions in the Child Friendly City Program in Makassar

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Abstract

The aim of the research is to strengthen the Women's Empowerment and Child Protection institution in the child-friendly city program in Makassar from management system indicators. This research method uses qualitative methods. The research results show that the role of management is also very important in measuring institutional indicators because when talking about management we will of course always mention resources, budget and organizational culture. At the DP3A institution, human resource capacity building has begun to be carried out by involving and including in training or technical guidance for each staff in accordance with their field and main duties and functions. Meanwhile, in terms of financial management or what is usually called the budget, of course at DP3A it has been accommodated according to its function. Some are aimed at agendas or programs that relate to the KLA, some are aimed at increasing HR effectiveness such as training, and there are also activities related to policy making or the latest innovations.

Introduction

In Indonesia, institutions are a complex and comprehensive concept, not only from the perspective of statutory policy, formal, informal and non-formal institutions, but also regarding implementation rules, both written and unwritten (Jumriani et al., 2023; Endarto et al., 2021). Unwritten rules include local customs or traditions in the form of local wisdom related to the environment. The existence of these different conceptual perspectives gives rise to movements or dynamics of interdependent interactions between groups, namely institutions, which should bind each other and work hand in hand and collaborate well, but instead it is the opposite. Basically, institutions are complex, they characterize laws and regulations that are coercive in nature and norms of behavior that shape human interactions repeatedly (Rodríguez, 2020). Countries that want to progress must pay attention to and develop a good institutional concept, because without institutions, regulations will be violated. Therefore, institutions are important as a measuring tool for regulating market needs.

Institutions themselves are also the goal of development, which not only always defines legislation but will also be faced with a context of environmental problems that require problem solving so that environmental quality can support development (Hakim, 2015). The problem of institutional status itself is the gap between expectations and reality (Dassain-Dassolar) because institutional problems are often related to an inefficient interaction process and this causes development in a country to seem slow due to institutional dynamics (Shaturaev, 2021; Achmad, 2021). As we know very well that development in a country will run according to its goals if each institution is in control properly, meaning that the collaboration needed must be strong and not weak towards each other to achieve the desired things together. One of the problems with the dynamics of institutional strengthening that occurs in Makassar City,

specifically at the Makassar City Women's Empowerment and Child Protection (DP3A) office, tells how institutional shifts or dynamics are occurring in the Child Friendly City (KLA) program.

Makassar City is one of 40 regencies and 34 cities in Indonesia that have been declared child-friendly. However, behind this title there is a problem that occurs, namely the problem of shifting achievements achieved by Makassar City from time to time. Makassar City itself achieved the Intermediate title in 2018, then in the following year, 2019-2020, Makassar City achieved one level of Nindya predicate in the Child Friendly City (KLA) award handed over by the Minister of Women's Empowerment and Child Protection (DP3A). However, it is very unfortunate that in 2021 Makassar will again achieve the title of Intermediate in KLA management. Thus, we can see that the government's implementation, especially in strengthening institutional policies, is not going well, or in other words, the government is not yet committed to implementing the policy because it is deemed not to meet the 5 category criteria for the KLA. Determining a Child Friendly City (KLA) can be seen from 31 indicators regarding a Child Friendly City (KLA).

These 31 indicators can be grouped into 6 clusters, one of which is about institutional strengthening and the other 5 are about children's rights. All of this is inseparable from the Minister of Women's Empowerment and Child Protection (PPPA) Regulation No. 12 of 2011, which then gives each indicator a measure and value. The size and value as intended are contained in the attachment to the Ministerial Regulation. The city of Makassar itself is one of the cities that is fairly common in cases of economic exploitation, one of the things we often encounter is the presence of underage child workers. And this is found in one of the KLA Cluster 5 indicators, namely special protection. In cluster 5 there are four points which are indicators, namely: (1) Violence and Exploitation, (2) Victims of Pornography, (3) People with disabilities, (4) ABH, Terrorism and stigma. These four points are still often found in Makassar City, especially in cases of exploitation and this is of course a concern for every institution, especially the Makassar city government, in undergoing institutional development and strengthening to create a Child Friendly City (KLA). The problem of child protection is now one of the main issues that is hotly discussed (Simbolon, 2016; Arliman, 2016).

Various problems and cases involving children as victims have occurred in recent years. These problems include discrimination, exploitation violence, sexual harassment and neglect of children (Somaliagustina & Sari, 2018). Based on a survey of violence against children and women in 2006 by BPS which was published in the 2013 child profile by the Ministry of Women's Empowerment and Child Protection (KPP and PA), it shows that 3% of children in Indonesia experience violence in the family environment in various forms. This means that for every 100 Indonesian children there are 3 children who experience acts of violence. As we know very well, children are part of the young generation as one of the human resources who are the potential and successors of the ideals of the nation's struggle, have a role and protection in order to ensure physical, mental and social growth and development, therefore to carry out development and providing protection for children requires good institutional support regarding institutions and legal instruments that are more stable and adequate. Therefore, for children who commit criminal acts, a special court is needed.

In order to create quality human resources capable of leading and maintaining national unity within the framework of the Unitary State of the Republic of Indonesia which is based on Pancasila and Constitution 1045, continuous guidance is needed for the survival, growth and development of physical, mental and social and protection from all possibilities that will harm them and the nation in the future (Tien et al., 2021; Atmaja et al., 2022). Referring to the

challenges for Makassar City, especially how the Women's Empowerment and Child Protection Service (DP3A) can be carried out well, it is necessary to realize that this challenge will make the Makassar area a Child Friendly City (KLA) which can be considered better and more responsible. Responsibility for children's rights is especially homework to be done together, both from the government, private sector, institutions and society.

The issue of child protection cannot be separated from the development of children's institutions, discussing development will always discuss a process of social change (Briggs, 2020). The existence of social changes will certainly form a pattern of thinking about modernization and industrialization, modernization is a special form or (special case) and industrialization is one aspect (a single fat) of development. Modernization of development is broader than industrialization because modernization is a process that includes specific changes showing broader control over nature through closer cooperation between humans (Azra, 2019). Modernization is a process in which there is a transformation of society as a result of the scientific and technological revolution (Hatuwe et al., 2021).

Methods

This research was carried out in Makassar City, precisely at the DPPP Office (Department of Women's Protection and Child Protection). This research starts from November to January 2024, with a research duration of 3 (three) months. This type of research is descriptive (qualitative). Researchers will try to describe and analyze the problem under study, regarding strengthening the DP3A institution in realizing a child-friendly city that occurred in Makassar and how to find the common thread of the problem to produce solutions related to aspects of sustainable development which are assessed from the aspect of institutional strengthening. Apart from that, the type of descriptive (qualitative) research taken by the researcher has a fundamental reason because the background method uses an inductive approach. Data collection techniques used interviews, field observations and documentation analysis.

The data analysis technique used is an analysis technique using an interactive model, namely data reduction, data presentation, drawing conclusions/verification. The informants in this research were the Head of the Makassar City DPPA Service, the Makassar City DPPA Service Secretary, the Makassar City DP3A Head of Finance, the Makassar City DP3A Planning and Reporting Head, the Makassar City DP3A Personnel Head, the Makassar City DP3A Child Rights Fulfillment Head, Head of the Makassar City DP3A Special Child Protection Division, Head of the Makassar City DP3A Women and Children Protection Division, Head of the Women's Protection Division, Head of the Gender Equality Division, Head of the Makassar City DP3A UPTD, Person in Charge of the Shelter for Residents of Pattingalloang Village and Child Workers in Pattingalloang Village.

Result and Discussion

Management system

In an institution, the management system is considered to be very important and is the main or basic thing, because the management system is able to provide an organized framework to achieve goals and ensure operational efficiency. Management systems are also able to provide tools and methods for measuring the success of an institution or organization. The presence of management systems is also able to provide the information needed for good decision making, such as involving data collection, analysis and presentation of relevant data to decision makers. The management system is also able to support and encourage employee training and development programs, performance evaluations, as well as reward and recognition systems. This can increase employee motivation and productivity. Similarly, the opinion expressed by

ACS as Head of the Makassar City DP3A Service, explained that the importance of employee motivation and productivity in realizing a superior management system, here he thinks that:

"As for the management system that we implement, especially in relation to human resources at DP3A, I think we have implemented it, especially for staff, because we understand that increasing productivity also requires increasing capacity, one of which is involving employees in technical guidance, coaching and socialization activities that are usually carried out in carry out NJOs related to their respective fields" (Interview with ACS on November 20, 2023).

Human resources or what is commonly known as HR (Human Resources) refers to the human aspect of an organization. HR refers to matters related to the management of various matters such as recruitment, selection, training, performance management, employee policies, and other aspects related to the workforce. As stated in an excerpt from an interview by ACS as Head of the Makassar City DP3A Institute, the importance of increasing productivity in honing HR skills is one of them involving staff/employees in activities such as Technical Guidance, Coaching and Socialization which are usually carried out by NGOs. The HR function will always include managing employee policies, employee development, performance appraisal, conflict management, and other aspects related to the workforce. The main goal of HR management is to create and maintain a productive, efficient work environment, and support the growth and development of the organization. The same thing about the quality and productivity of human resources depending on how employees are rewarded is a motivation that employees really like, as quoted from an interview stated by HJ as Head of the division that handles women's protection, revealing that:

"Usually, we always hold family gatherings between staff and management, such as during the 16th anniversary of anti-violence against women and children, we join this activity with a family gathering, and there there are prizes for diligent and competent employees, such as giving fans, cellphones and also televisions, I think this is a form of reward which is also related to HR productivity" (Interview with HJ 21 November 2023).

The importance of rewards is not only limited to providing financial bonuses, but can also take the form of verbal recognition, formal awards, development opportunities, or other forms of non-financial rewards. A combination of various types of rewards can be an effective strategy for increasing employee productivity and satisfaction. Like Maslow's theory about needs which is worldwide and known regarding the fulfillment of needs, the existence of needs can make every individual motivated. Maslow's theory of needs also reveals that an individual must fulfill their needs. Maslow divides these needs into five levels in their own order. The existence of these levels of needs requires individuals to fulfill their needs starting from the basic level. Maslow's theory of needs contains the levels of needs that must be met by each individual. The individuals referred to in this theory are humans, humans are creatures who are weak in their efforts to fulfill their needs.

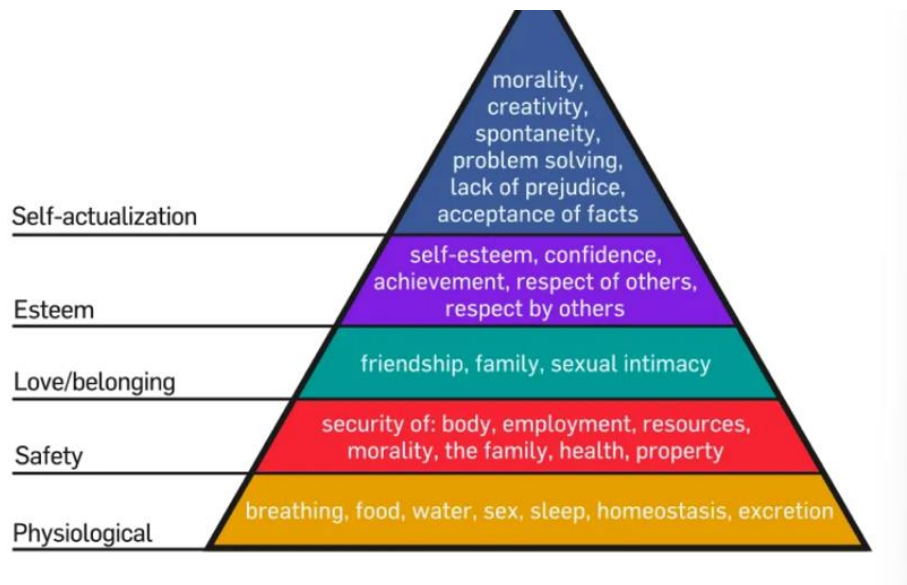


Figure 1. Maslow's Pyramid of Needs

Maslow divided the levels of human needs into two main groups, namely growth needs and deficiency needs. If the needs that are classified as deficiency needs are not met, it will give humans the energy to fulfill them. Starting from the most basic needs (physical needs) to other needs at the highest level. If lower needs have not been met, according to Maslow, humans will not move to fulfill the needs above them. If in the previous interview we touched on the personnel management system through the productivity of staff or employees, on this occasion this researcher presents how financial management at the DP3A Institution works because the crucial role of financial management in strengthening institutions is very influential because it involves managing the organization's financial resources with the aim of achieving stability, growth and sustainability. Financial management helps in managing an organization's funds and assets efficiently. This includes monitoring and controlling expenditure, budget planning, and good management. As quoted from an interview delivered by NHH as Head of the Makassar City DP3A Finance Sub-Section, explaining that:

"This is how it relates to the KLA program, if the funds for the DP3A come from the APBD, while for the UPTD PPA the source comes directly from the ministry, so if there are activities that touch on the respective fields they must be managed well because the funds can be said to be insufficient." (Interview with NHH on November 14, 2023).

From an interview excerpt by NHH as Head of the Makassar City DP3A Finance Sub Division, he said that for the KLA program process, the source of funds obtained from DP3A is different from the source of funds obtained from UPTD PPA, the source of DP3A funds is from the APBD (regional income and expenditure budget) Meanwhile, the UPTD PPA budget is obtained directly from the Ministry of PPA, the reason is that even though it is one institution, the needs of each are different, usually small units which often have direct contact with cases require more budget than administrative work in the office. Also added was an interview from NHH which discussed the need for more use of funds in the Makassar City PPA UPTD, as in the arguments presented below:

"Personally, in my opinion, maybe in the Makassar City PPA UPTD the budget there should not be limited, why? because, the KLA Program has many clusters that must be fulfilled, so if there is a case of service, prevention or something that concerns children

or women, in the end there will definitely be money." (Interview with NHH on November 14, 2023).

From the results of an interview excerpt by NHH regarding the budget which is more focused on UPTD PPA as an integrated service unit, researchers can analyze that there is some truth in this happening because sometimes the factors that hinder the implementation of KLA in Makassar City are difficult to develop, one of which is still a lack of budget. which are available. Budget problems are a common problem, but the implementers of this program must first be properly involved. In a government institution, officials are needed who have adequate skills and capacity so that the objectives of a program or policy can be achieved well. If the apparatus does not have the capacity and skills, it will be difficult to achieve the desired goals. Apparently, something like this cannot be separated from the hopes of AL as Head of the Civil Service Sub-Division, saying that:

"When we talk about the budget, we definitely talk about the needs and requirements, which are not far from how the staff/employees perform. In my opinion, the budget could be diverted to training on KLA for staff so that they are more intense in understanding the fulfillment of children's rights, especially in relation to with KLA, so that the budget received can be utilized more optimally, especially in providing training to officials." (Interview with AL 14 November 2023).

The budget has an important role in the context of training and development, the results of an interview excerpt from AL as Head of the Civil Service Sub-Sector are in contrast to the opinion of NHH who said that the importance of the budget is given to the UPTD because the UPTD is the first service for a case action, while according to AL himself So that the budget can be received and can be utilized optimally, the budget can be used for HR training, so that officials can better understand the fulfillment of children's rights, understand what indicators must be met to improve and realize KLA in Makassar City.

In the process of forming a good management system, it does not only refer to HR productivity but also, good communication has a big influence (Bairizki, 2020). Communication has a very important role in the management system, the relationship between communication and management is very necessary (Adisel & Pranansa, 2020). Management is a process of planning, organizing, directing and controlling by empowering organizational members and using other organizational resources (Almasri, 2016). Well, to achieve set organizational goals, management is often defined as the art of getting things done through other people to carry out all the tasks necessary to achieve those goals.

Management itself also always lets other people do the work in the completion process through a very complex good communication process (Tampubolon, 2020). Therefore, communicative behavior must be managed well. Effective communication greatly influences the success of the communication process in conveying the desired message. Organizations really need it because without effective communication between different stakeholders, it leads to poor service delivery. Communication will be carried out well if it is planned and organized using communication management. Communication is the process of transferring information, ideas, explanations, feelings, questions from the communicator to other people. As in the interview between researchers and AM as Head of the Fulfillment of Children's Rights (PUHA), who concluded that communication is an important basis for interaction, especially in matters related to the KLA, which is expressed as follows:

"In my personal opinion, we have built up our communication from PPA and there has also been some cooperation from both the government and the private sector, especially

the community, from the government, for example from the Education Department, regarding the government's recommendations for 12 years, and from the community itself, of course there has been communication. "This is a good example of community-based services that are formed through resident shelters that are built directly by the local community." (Interview with AM on November 25 2023).

From the results of the interview with AM as the Head of the Fulfillment of Children's Rights (PUHA) or the field that directly handles KLA, AM provided a lot of information to the researcher/writer, especially the title that the researcher mentioned was related to the KLA program. From an excerpt from an interview delivered by AM regarding the intensity of communication carried out by the Makassar City DP3A which has been developed and established by several parties, both from the private sector, the government and the community itself. Referring to the World Bank's view in the journal Sujarwo (2013), that there are three domains of governance, namely state, private sector, civil society which interact with each other and carry out their respective functions. Government institutions (state) function to create a conducive political and legal environment, the private sector creates jobs, and civil society plays a positive role in social, economic and political interaction, including inviting groups in society to participate in economic activities, social, and political.

Ultimately, the concept of governance will lead to research on actors as policy implementers interacting with each other. In understanding the concept of governance, the government's position as the holder of power is not only as a policy actor, but there are other actors outside the government who also have the power to formulate public policy decisions. The analysis is like an interview with AM who said that DP3A's involvement in various sectors has been built, for example from the government, each sector that handles the KLA program works together directly for the same goal, such as the Education Department which has the "WAJAR 12 YEARS" program, meaning that in Makassar City it is targeted. There are no longer any children dropping out of school, therefore cooperation between institutions in handling this needs to be focused, apart from that, from the aspect of collaboration between private parties in Makassar City itself there are several NGOs that collaborate with the relevant DP3A in helping to realize KLA, including: Apsai (Association of Indonesian Child Friendly Companies), Indonesian Children's Forum, PT Pertamina, and several foundations that support KLA.

One of the involvements of the community in supporting KLA is community-based services which collaborate with target groups along with the DP3A institution called "Citizen Shelter". Citizen shelters are community-based services for temporary and immediate relief of women and children's victims which are managed by sub-districts and villages. The aim of the community shelter itself is to increase community participation in handling cases and protecting women and children's victims of violence, another function is to provide temporary shelter for women and children who are victims of violence. Still related to the management system in the form of communication, AM also revealed in his interview with researchers that:

"Actually, the presence of this community shelter is very helpful because we can see for ourselves how the community shelter works, starting from reviewing cases, such as cases that are reached, which must be recorded in the case book, handling victims by trying to resolve minor cases in a family manner, and referring cases, for example, immediately. referring victims who experience serious cases." (AM Interview on November 25, 2023).

From the results of the interview with AM who clearly explains the functions of community shelters, we can conclude that the presence of community-based services like this is indeed

very helpful, especially as we know very well that violence against women and children is not something that falls from the sky, but is a behavior and problems are produced and perpetuated. Because, strictness towards women and children is accepted by some groups and is considered something normal. Even in certain societies, violence against women and children is still considered part of the way of teaching and educating.

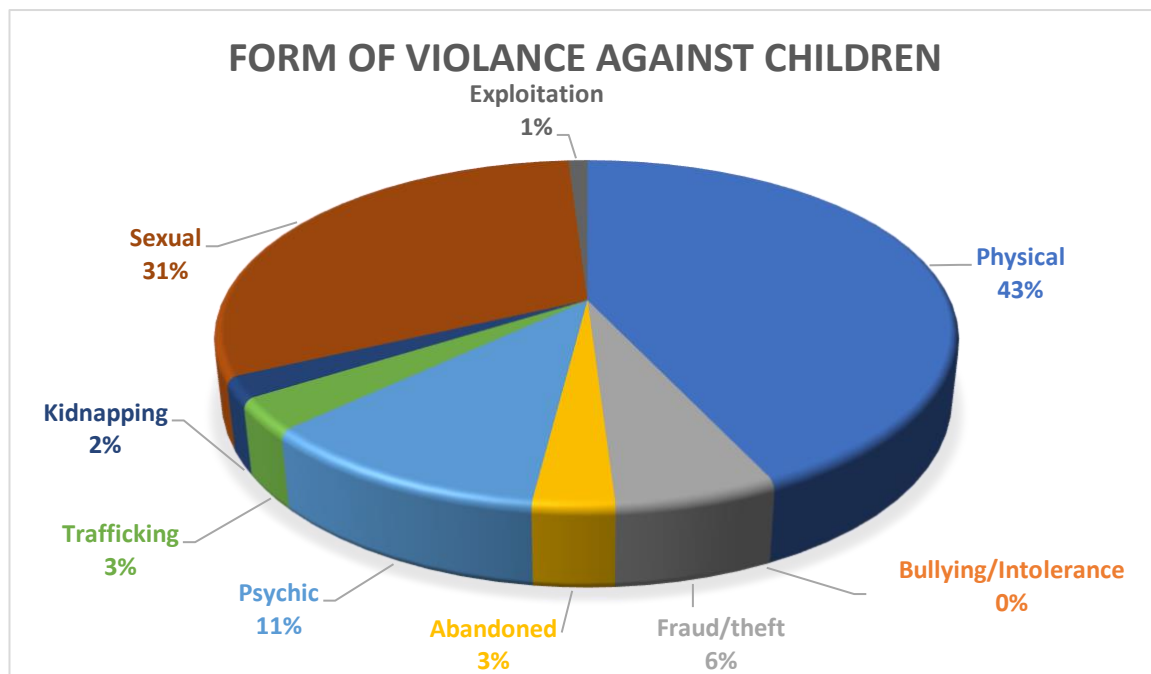


Figure 2. Source of Makassar City PPA UPTD

From the circle graph above, it shows the frequency of violence against children in 2022-2023, where the violence that dominates most in children is in the form of physical violence, then sexual violence, then psychological violence or mental disorders that are often faced by children in the city. Makassar, then trafficking which is almost equal to the point of violence, neglect, there are also cases of violence, fraud and bullying, and the most recent interpretation is zero cases of child exploitation. The formation of citizen shekler is part of efforts to encourage the community to deal with women and children who are victims of violence. Society needs to resolve cases of violence to maintain a conducive social environment.

Conclusion

Based on field facts, researchers can conclude that the role of management is also very important in measuring institutional indicators because when talking about management we will of course always mention resources, budget and organizational culture. At the DP3A institution, increasing human resource capacity began to be carried out by involving and including in training or technical guidance for each staff in accordance with their field and main tasks and functions. As for financial management or what is usually called budget, of course at DP3A it has been accommodated according to its function. Some are aimed at agendas or programs that relate to the KLA, some are aimed at increasing HR effectiveness such as training, and there are also activities related to policy making or the latest innovations.

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