

## **Agility Governance in Implementing Child Friendly Cities in Pekanbaru City in the Special Protection Cluster**

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### **ABSTRACT**

*Through the Child Friendly City (KLA) program in the special protection cluster, this study sought to assess the function and agility of the Pekanbaru City government from the perspective of agility governance. It is also sought to identify the factors that support the Child Friendly City (KLA) program's implementation in the special protection cluster. In this study, the methods for gathering data were observations, interviews, and documentation. The research was qualitative with a descriptive approach, which involved explaining the research's findings, delving into them to determine how they were arrived at, and drawing conclusions. According to Dowdy & Rieckhoff, the indicators of agile governance theory are Strategy, Structure, Process, and Human Resources, and they are used to provide answers to issue formulations. Because the output of this program was awarded, the researchers also looked at the supporting factors for the operation of the program and determined that all indicators on the dexterity measurement program have been met . The results of the analysis based on each of the program's dexterity measurement indicators show that the results obtained from the agility governance of the implementation of the Child Friendly Cities program for special protection are agile in their implementation.*

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### **INTRODUCTION**

A child is the most precious and irreplaceable gift. The most important factor for the future of a family is the presence of a child. Parents' attention will be focused on the development and growth of the baby for their own sake. Children are parents' greatest asset and the nation's greatest hope for long-term survival. As the next generation of nation-building, children in Indonesia will determine the quality of human resources (HR) for the survival and integrity of a nation, especially Indonesia. Rules and regulations indicate :

- a) According to Article 1 of Law Number 23 of 2002 Concerning Child Protection, a child is anyone who is not yet 18 (eighteen) years old, including unborn children.
- b) In Law Number 11 of 2012 which regulates the juvenile justice system. If a youth who is suspected of committing a crime is aged between 12 (twelve) years and 18 (eighteen) years, they are considered as children.

Regulation of the State Minister for Women's Empowerment and Child Protection Number 11 of 2011 Child Friendly District/City Development Policy (KLA), Guidelines for Child Friendly District/City Development are set forth in the Regulation of the State Minister for Women's Empowerment and Child Protection of the Republic of Indonesia Number 13 of 2011 and State Minister Regulation Women's Empowerment and Child Protection of the Republic of Indonesia Number 14 of 2011. Aims to develop district/city government programs that spearhead initiatives to translate the Convention on the Rights of the Child to function as a legal basis for definitions, plans and development initiatives that emphasize the rights of local governments and communities . ( Kusumawati & Kriswibowo, 2021)

The efforts initiated by UNESCO with the Growing Up City program cannot be separated from the origins of the Child Friendly City (KLA) concept. This program seeks to understand how a group of youths use and evaluate their surroundings. The relevant ministries have also created a number of programs and initiatives to support the creation of child-friendly environments in all cities and districts in Indonesia and to address various issues related to children's safety.

The Child Friendly City Policy by the State Ministry for Women Empowerment coined the phrase "Child Friendly City" changed to "child friendly city/district" in 2005 to better serve district governments for administrative purposes, then shortened to KLA so that children can evaluate it through their immediate environment. Child-friendly cities are clearly defined through Indicators by the Regulation of the Minister of Women's Empowerment and Child Protection of the Republic of Indonesia No. 12 of 2011 Through a combination of pledges and resources from the government, community and business world, which are planned in a comprehensive and sustainable manner in policy, in 2011 there will be districts/cities with a rights-based development system. There are 5 clusters in the Child Friendly Cities initiative ( CLA), including:

Population growth and the development of the City of Pekanbaru can affect the level of violence against women and children, and they are a group that is very vulnerable to becoming victims of acts of violence, so this is of particular concern, as evidenced from UPT PPA data for the City of Pekanbaru in the table below:

**Table 1**  
**Child Friendly Cities Cluster**

Cluster I	civil liberties and rights
Cluster II	Alternative Care and the Family Environment
Cluster III	Basic Health and Wellbeing
Cluster IV	interests in education, recreation, and culture
Cluster V	Special Defense

Source: *KLA Policy Advocacy Materials, 2022*

Table 1.1 shows that child-friendly cities are divided into 5 clusters. The five sections have been operating and carrying out their duties in each cluster in the city of Pekanbaru at this time. It is also emphasized that young people who are broadly called children and have problems are people who are 12 (twelve) years old but not yet 18 (eight) years old, according to the law.

The juvenile justice system must be understood so that it includes the underlying reasons why children commit crimes and efforts to prevent them. The reach of the juvenile justice system also extends to various complex topics, such as a child's first encounter with law enforcement, the legal system, conditions of imprisonment and social reintegration, as well as the actors of the process. Child welfare issues are included in child protection . Law enforcement officials have a combined duty to protect children who have violated the law (ABH). Apart from being victims and witnesses, children can also commit crimes. Law enforcement officials who handle ABH must prioritize peace over formal legal procedures and not only rely on Law Number 11 of 2012 concerning the Juvenile Criminal Justice System, as well as additional laws and regulations regarding the management of ABH. A child-friendly city in the city of Pekanbaru is regulated in Regional Regulation Number 7 of 2019 concerning the Implementation of a Child-friendly City Mayor Regulation Number 111 of 2021 City of Pekanbaru Indonesia .

Agility is an ongoing process, a "Matter of becoming" rather than "Being". The organization will choose the right agility if every member of the organization has a code of conduct to always be agile. This can be achieved if the

organizational culture supports the achievement of organizational agility (Siagian 2021:62). In an effort to change the government bureaucracy in Indonesia in a better direction prioritizing the interests of the community as the party served, it still requires a long process. This is because habits that are not community-oriented and corrupt behavior within the bureaucracy have been cultivated for a long time based on the long history of bureaucracy in Indonesia, so it is not easy to change them quickly (Meiwanda 2017:5).

The three main areas of concern for the policy of upholding the rights and protection of children are prevention, service and resolution of children's problems. The realization of the child's right to live, freedom, and the pursuit of happiness is also more guaranteed that abuse, neglect, exploitation, and other forms of abuse are characteristics of efforts to uphold and protect children's rights. Systems including strategy, budgeting, human resources, service delivery, information management, project management, communications, monitoring, reporting and evaluation will all align in agile governance. Several factors are considered to achieve this, namely:

- 1) Expand HR capabilities according to their duties and functions;
- 2) Increase human resource support for government affairs in related fields.
- 3) Increased knowledge by providing additional resources
- 4) Improving the skills of information technology users

The following is the organizational design used by the Pekanbaru City Women's Empowerment and Child Protection Service to protect women and children

- a) Involve district/city stakeholders in preventing violence against children.
- b) Provision of services for children who need special protection, which requires the cooperation of the district or local government
- c) Improve and expand district level service institutions for children who need extra protection.

The Online Information System for the Protection of Women and Children (Simfoni) recorded at least 11,952 cases of violence against children between early 2021 and 2022, according to data from the Ministry of Women's Empowerment and Child Protection (PPPA). The incident of violence that was most frequently encountered up to 7,004 times was sexual violence. Incidents of violence against minors are one of the causes because of technology, where the use of this technology is directly proportional to the level of intelligence of its users. Especially if a child who incidentally is not yet literate in digital technology consumes circulating content and imitates things that are not good so that it becomes the initial cause of violence that the child himself is not aware of. Information on the number of cases of violence in the city of Pekanbaru is shown in the following table :

**Table 2**  
**Information on the Number of Cases of Violence in Pekanbaru City with Child Victims 2020- August 2022**

Case type	2020	2021	2022
Child in an emergency situation	0	0	0
Children face the law	8	5	2
Children from minority and isolated groups	0	0	0
Economically exploited children	0	0	0
Sexually exploited children	0	0	0
Child victims of substance abuse	0	0	0
Child victim of pornography	0	0	1
Children with HIV/AIDS	0	0	0
Child victims of trafficking	0	3	5
Child victims of physical violence	15	13	15
Child victims of psychological violence	2	18	15
Children of victims of terrorist networks	0	0	0
Children with disabilities	0	1	0
Child victims of abuse	1	5	1

Sexual crimes against children	38	42	37
Abandonment	21	0	1
Children with deviant behavior	3	1	2
Children are victims of parental stigmatization	0	0	0
Child rights	14	26	27
Child custody	19	13	9
<b>TOTAL</b>	121	127	115

cities are expected to help reduce the increase in the number of cases that occur. In implementing the program, adequate agility governance is needed both from the facilities and infrastructure to the human resources themselves. Agility governance in question is that agility governments need to understand how they can become more agile at all of these levels simultaneously. In other words, agile organizations need to overcome the seemingly paradoxical feat of maintaining high levels of direction, stability, and order, while encouraging high levels of experimentation, discovery, and flexibility (Mannix and Peterson, 2003:372).

From the data presented, the researcher wanted to see how *agility governance* existed at the Pekanbaru City Women's Empowerment and Child Protection service . There is the concept of *agility* will respond quickly to existing case reports and can be resolved better. Thus reducing the number of victims each year and facilitating access to reporting of cases that occur. Agility is essential when governments face complex problems in an uncertain environment. Challenges such as climate change, economic development or strengthening social equality cannot be solved because they have many overlapping causes that can play a role in very different ways in people's lives over time. This requires a very special kind of agility which is about creating shorter cycles of experimentation, implementation, and evaluation to enable policy makers and practitioners to learn from their own work.

By creating the Community-Based Integrated Child Protection (PATBM) model, efforts have been made to increase awareness and community involvement to protect children from abuse, exploitation and other types of violence.

## RESEARCH METHODS

This research uses a qualitative method with a case study approach and is descriptive in nature. The research location is located in Pekanbaru City at the Office of Women's Empowerment , Child Protection and Community Empowerment in Pekanbaru City. The reason is that the agency is a well-known organization that the author chose as a place because it will raise standards for the protection and fulfillment of women's and children's rights in Pekanbaru City. The informants in this study were those who had knowledge about and had the basic knowledge needed for the Pekanbaru City Social Service, the Pekanbaru City Women's Empowerment and Child Protection Service, and became research informants, PATBM, community activists and Community-Based Integrated Protection. The data in this study were collected from primary data obtained through interviews so as to obtain direct information from research informants regarding child-friendly city programs in special clusters of child empowerment and protection services, then secondary data obtained from documents, mass media, or other sources of information that may support the subject under study, such as recordings of how the UPT for the Protection of Women and Children in Pekanbaru City deals with victims of crime and other information relevant to writing.

According to Miles and Huberman, the actions in the analysis of interactive and continuous qualitative data are carried out until completion (Sugiyono, 2018: 224). Data analysis tasks include data reduction, data visualization, and generate conclusions of this study. This is done interactively throughout the data collection cycle.

## RESULTS AND DISCUSSION

- a. *Agility Governance* In the Implementation of Child Friendly Cities in Pekanbaru City in the Special Protection Cluster

*Agility* is the capacity for flexibility, which is a fundamental requirement in the digitalization era, which is so dynamic and quick to respond to changes in order, accelerated bureaucratic reform, structure, integrated regulations, streamlining flows, and streamlining escalations. *Agility* also shows the sustainability of the city program for the special protection cluster for children in Pekanbaru City. It refers to an organization's capacity to act quickly and effectively. Organizational capacity to provide value to the public is referred to as *agility* (Teece, 2007).

### Strategy

According to Hamel and Prahalad, strategy is the gradual (increasing) implementation of ongoing activities based on future client requests. Consequently, the approach never begins with what has happened but with what could have happened.

The DP3APM itself has a strategic plan regarding the 2017–2022 Goals, Targets, Strategies and Policies of the Pekanbaru City Women's Empowerment, Child Protection and Community Empowerment Service. It discusses how to increase oversight of the use of restorative justice-based law enforcement, as well as how to help children who commit crimes or become witnesses by providing legal assistance to them. For this strategy to be effective, special child protection service providers must be strengthened and given a bigger role in handling various cases of children. Utilizing trauma-informed and women's empowerment activities to reduce violence against women and children and promote social reintegration is key. The aim of this strategy is to develop superior and highly competitive human resources (HR).

The strategy used in dealing with *Agility Governance* in the Child Friendly City Program in the Special Protection Cluster in Pekanbaru City is to use a service strategy that is appropriate to the existing case and there is no special strategy. This strategy is implemented so that *agility* occurs in Pekanbaru City public services. Because, fast service requires different strategies in solving a problem, this is one of the e-government concepts that the government strives for to have good performance and establish good relations with the community.

Analysis related to strategy indicators, the researcher stated that the strategy used in *Agility* related to the strategic plan issued by DP3APM was already running according to the existing goals to improve the quality of existing human resources. So according to the concept of *agility* itself is already running in accordance with the existing theory.

### Structure

According to Robbins (1996), when officers have sufficient information related to their field of work, they can understand work procedures and procedures in the service. Employees must then be placed in appropriate locations and fields after this. Therefore the formation of the structure was designed in such a way by the Organizational Structure of the Office of Women's Empowerment, Child Protection and Community Empowerment of Pekanbaru City.

In this structural indicator, researchers analyze various related elements, namely the strategy that occurs between the government and the community in reporting to solving a case in a child-friendly city program in a special protection cluster. As stated by the Head of Policy Analysis for Special Protection of Children:

Analysis related to structural indicators, researchers got the results seen from the informants' explanations about the structure in the distribution of service delivery to the community. that each service provider agency has an organizational structure detailing the tasks to be divided and who is in charge of providing these services. Even if the organization is already established and functioning, it is clear that there is no adequate coordination within it.

### Process

In this process indicator, an analysis is carried out regarding the various elements related to it, namely the strategy that occurs between the government and the community in reporting to solving a case in the special protection cluster in the child-friendly city program.

Through interviews it was found that the e-Cikpuan application offers completely disaggregated data and will represent gender status in carrying out development from various angles. To accelerate the implementation of gender responsive planning and budgeting in Pekanbaru City, this is important. In order to realize a gender and child data management system in Pekanbaru City, DP3APM must take strategic steps. Based on the analysis related to this process indicator, the researcher can conclude that this process indicator has been designed very carefully and carried out properly by the department regarding the settlement of a case to be handled. With so dexterity or *agility* in solving the problem of

a case will be resolved quickly and without any effort. In addition, the community or victims who wish to report a case are also facilitated by this orderly process flow.

### **Human Resources**

In 2022 it is noted that DP3APM has ASNs who have education Nine people (21.95%) have a Masters degree (graduate II), 18 (43.90%) have a Bachelors degree (graduate I), six (14.63%) have a Diploma 3 education or Diploma III, seven (17.07%) had higher education, and one (2.43%) graduated from elementary school. This can become the main source of funding in the future for the main tasks and responsibilities of the Pekanbaru City Women's Empowerment and Child Protection Service.

In this human resource indicator, an analysis is carried out regarding various related elements, namely the strategy that occurs between the government and the community in reporting to the completion of a case in a child-friendly city program in a special protection cluster . .

Through the interviews it can be concluded that for indicators of human resources for the idea of dexterity in offering strategies for preventing violence and protecting children. Through PUSPAGA, local governments provide outreach to parents and prospective parents so that they can prepare their families and themselves to prevent acts of violence in the family. The Surabaya City Government offers facilities in the form of housing as part of its efforts to help victims of violence. Children victims of violence are accommodated in shelters, where they must be treated separately and kept away from free community activities. The facility also offers victims the necessary facilities and resources to help them recover from physical and psychological injuries. So it has to be said that it is feasible. Because the DP3APM gave an explanation, both the head of the field and the assessment officers gave consistent answers and believed that their resources were sufficient to be agile in dealing with cases reported by the reported party.

### **b. Supporting Factors for the Office of Women's Empowerment, Child Protection and Community Empowerment in the City of Pekanbaru in the Child Friendly City Program in the Special Protection Cluster**

#### **1. Standard Operating Procedure (SOP)**

Implementation is significantly influenced by the organizational structure of the organization. The fundamental Standard Operating Procedure (SOP) of an organization is one of the most basic structural components (Zuraida, 2012). In both public and private companies, procedures are used to deal with situations that occur frequently. Implementers can take advantage of the time available by implementing SOP. In addition, SOP also standardizes how officials behave in large, complicated companies (Winarno, 2012). According to informants' comments, the child friendly city program in the special protection cluster was carried out in accordance with the guidelines in the applicable standard operating procedures. characterized by clear and effective policy implementation, with tasks assigned to each party for its implementation.

#### **2. Communication and Implementing Activities**

Agility governance on If the policy objectives know the main objectives of the policy, then the execution of the child friendly city program in the special protection cluster will be successful. Good communication is also needed so that the main objectives can be understood and understood correctly. When information is accurate, uniform, and consistent, effective communication results (Murtiani, Subroto, & Kurniadi, 2016). Based on the interview findings, it appears that the efforts to implement and communicate the Kota Anak program were successful; the public and policy targets who are traders perceive the information offered to them as understood.

## **CLOSING**

### **a. Conclusion**

Based on the research findings and discussion that the researchers conducted, it can be concluded that:

1. According to the perspective of Agility Governance in the Child Friendly City Program in Pekanbaru City, the Special Protection Cluster can be in accordance with the existing agility theory. Every year, more and

more cases of minors breaking the law are reported as an impact that the community has been willing to work together to improve child protection patterns.

2. The function of having a child-friendly city in the special protection cluster itself is to become a place for children who have problems with the law, which has its own place and the implementation of excellent prevention and therapy programs for children who need extra care. In addition, disaster management socialization is not only emphasized on children; it also does not involve parents and local authorities in providing disaster management that puts children first. The researcher also concluded that the concept of government agility had occurred, especially the women's empowerment service, child protection and community empowerment in the city of Pekanbaru. Because the results of the interviews conducted, of the four existing agility concepts, all are indicators of the agility concept that works agilely in handling a particular case in this special protection cluster.
3. factors such as SOP and socialization provided by DP3APM itself are very appropriate and acceptable to the community. Existing socialization is not always in the form of an appeal, but sometimes the DP3APM also directly inspects locations that are indeed vulnerable in terms of child protection. Where this information is also obtained from people who are willing to cooperate well.

#### **b. Suggestion**

Based on the research results that have been described, the following suggestions can be used as references and considerations, namely:

1. In the context of disaster management that prioritizes children's needs, it is hoped that in the future DP3APM Pekanbaru city can carry out a more varied outreach to the community and community leaders.
2. It is also hoped that there will be guidance for parents and children. through cooperation between various governments, collaboration with communities, non-governmental groups, and other development-related officials.
3. It is hoped that through cooperation from small neighborhoods that are applied evenly, DP3APM Pekanbaru city can carry out prevention and therapy for children who need protection.
4. Dexterity in handling a case is expected to be consistent and sustainable in carrying out existing activities and have a long-term strategy to be able to encourage correct changes in mindset and especially improvement in work patterns and culture (culture set) of human resources in DP3APM.

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