

STRATEGIC MANAGEMENT OF SEXUAL VIOLENCE VICTIMS SERVICES A CASE STUDY OF DP2PA SAMARINDA CITY

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ABSTRACT

This study analyzes the Strategic management of sexual violence victims services a case study of Samarinda City, from the perspective of strategic management, which includes planning, implementation, and evaluation. The research uses a qualitative approach, with data collection techniques including in-depth interviews, document analysis, and observational analysis. The findings indicate that the planning has been systematically formulated in strategic documents that include objectives, programs, performance indicators, and budget allocations. The implementation of the strategy is carried out thru cross-sector synergy, complaint mechanisms, legal and psychological assistance, as well as an integrated referral system. Evaluation is conducted thru performance control and assessment to measure service achievements. However, this study also identifies several constraints, including budget limitations, suboptimal quantity and quality of human resources, ineffective inter-agency coordination, and low public awareness in reporting sexual violence cases. This study is expected to make a strategic contribution to the analysis of sexual violence victim protection services at the local government level, which has been limitedly studied in Public Administration research. In terms of policy, these findings emphasize the need to strengthen institutional capacity, increase budgetary support, optimize inter-agency coordination, and implement strategies to raise public awareness to create a more effective and sustainable protection service system.

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INTRODUCTION

Sexual violence is a global problem because it occurs in almost every country, regardless of culture, religion, education, or social status. This phenomenon not only affects women, but women are the most vulnerable group to become victims. High incident rates, low reporting rates, fear, and weak legal protections in some countries contribute to the recurrence of this problem. Violence is an illegal act committed verbally or non-verbally against another person (Helminasari *et al.*, 2023).

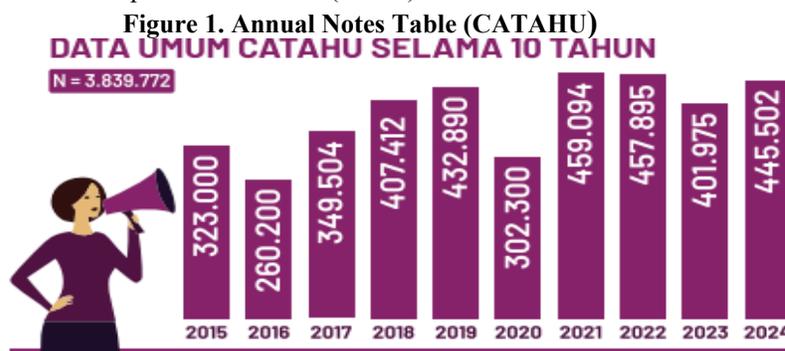
According to the *World Health Organization* (WHO, 2017), States that sexual violence refers to any act that uses force without consent, whereby the perpetrator commits a sexual act or other act related to sexuality, regardless of whether the person is in a relationship or not. The WHO also recognizes that abuse occurs in various forms, including verbal abuse, non-verbal abuse, physical abuse, and other forms of violence.

According to the National Commission on Women (2021) Like an iceberg, the actual number of cases is much higher than what is visible. This is because not many victims dare to report the violence they have experienced, which causes them trauma and affects their psychological condition.

In this context, violence is not just physical assault, but also includes actions that cause psychological harm to the victim. Violence against women is gender-based and can cause physical, sexual, and psychological harm (Lestari *et al.*, 2021). Forms of violence include threats, coercion, or unlawful violence against a person, which can occur in private settings (DP2PA Samarinda, 2024)

Sexual violence is a serious problem that can affect anyone, regardless of age, gender, or social background. This phenomenon does not only occur in certain environments, but can occur in various aspects of life, such as in the family, workplace, educational institutions, and even public spaces (Faturani & Raineke, 2022).

Several previous studies have examined the handling of sexual violence cases Zulfiani *et al.* (2019). In their study on the handling of violence against women and children in East Kalimantan Province, identified key challenges faced by DP2PA, including limited resources, a shortage of professional personnel, and insufficient public understanding of gender-based violence. Similarly Arifin *et al.* (2019) found that service implementation at the Samarinda City Integrated Service Center for Women's Empowerment and Child Protection was hindered by limited professional staff, weak inter-agency coordination, and cultural barriers that discouraged victims from reporting incidents. Furthermore, Jannah *et al.* (2024) In their study of policy implementation in Palu City, reported that efforts to address violence against women were constrained by limited budget allocation, low public awareness, and the absence of a Regional Technical Implementation Unit (UPTD).



Source: General Data On Violence Against Women (Komnas Perempuan, 2025)

According to the Annual Report (CATAHU) published by the National Commission on Violence Against Women (Komnas Perempuan), reported cases of violence against women reached 457,895 in 2022. This number then decreased in 2023 to around 401,975 cases, but the decline was only temporary. In 2024, the number of cases increased significantly again to 445,502 cases. This increase in the number of cases indicates that violence against women, especially sexual harassment, is the most dominant form of violence and remains a serious and ongoing problem. Law Number 12 of 2022 concerning Sexual Violence (UU TPKS) provides a comprehensive legal basis for handling cases of sexual violence in Indonesia. In response to this situation, the Samarinda City Women's Empowerment and Child Protection Agency (DP2PA) was established by Samarinda Mayor Regulation Number 110 of 2021, which governs the position, organizational structure, duties, functions, and working procedures of the Samarinda City DP2PA (Indonesia, Peraturan Wali Kota, 2021).

Within the framework of national regulations on sexual violence prevention, the Samarinda City Women's Empowerment and Child Protection Agency (DP2PA) serves as the primary regional institution responsible for

complaint handling, victim assistance, and case coordination. DP2PA aims to provide protection and accessible services for women and children who experience sexual violence. However, in practice, DP2PA faces several constraints that affect the effectiveness of its service strategies. These challenges include budget limitations, efficiency factors, a shortage of human resources to handle victims, and a lack of awareness among the people of Samarinda City regarding the services provided by DP2PA in terms of handling, prevention, and psychological support (DP2PA Samarinda, 2025).

Previous studies have not thoroughly examined how strategic decisions are designed, how strategies are translated into operational mechanisms, and how evaluation systems measure strategic effectiveness and impact. Based on these gaps, this study analyzes the formulation, implementation, and evaluation of service strategies applied by DP2PA Samarinda city using Chen's strategic management framework Chen, as cited in Yuhang (2023), which includes planning, implementation, and evaluation of strategies. Thru this approach, this study not only identifies institutional constraints but also assesses the quality of service strategies and the effectiveness of their implementation in responding to cases of sexual violence. Thus, this research contributes theoretically by integrating strategic management perspectives into public service studies in the field of women's protection, and practically by providing a systematic evaluation of the effectiveness of local government service strategies in addressing sexual violence.

Based on the problems and conditions found in the field, this study describes the service strategies implemented by DP2PA Samarinda City in handling victims of sexual violence against women and identifies factors that hinder the implementation of these strategies. This study is expected to provide a realistic picture of the service strategies implemented in providing services to victims of violence and sexual violence against women in Samarinda City. In addition, this study is expected to address issues related to service strategy. It is hoped that it will contribute strategically to the analysis of sexual violence victim protection services at the local government level, which has been limited in public administration studies.

METHOD

This study uses a descriptive qualitative approach to analyze the formulation, implementation, and evaluation of service strategies in addressing victims of sexual violence against women. According to Meleong, as quoted in Raco's book, qualitative research aims to describe events or phenomena occurring in the field (Raco, 2010).

This study was conducted at the Women's Empowerment and Child Protection Office (DP2PA) of Samarinda City. The data collection process was conducted from December 2025 to February 2026. The selection of informants was based on relevant considerations in accordance with the research objectives. The number of informants in this study consists of the Head of the Department, the Women's Protection Division, the Women's Quality of Life Division, and the Regional Technical Implementation Unit for Women's and Children's Protection (UPTD PPA) of Samarinda City.

To support the study's analysis process, it was conducted thru semi-structured interviews and direct observations of the service delivery process, as well as observing phenomena occurring in the field. Interviews were conducted to gather information related to planning strategies, implementation mechanisms, and service evaluation processes. Observations were carried out to understand the operational practices of service delivery in the field. Meanwhile, secondary data were obtained from official documents, including the Work Plan (RENJA), Action Plan, work reports, regional regulations, and relevant institutional archives.

The data analysis technique in this study is qualitative data analysis with an interactive model, which takes place from the data collection process to the conclusion drawing. The analysis was conducted with reference to Chen's strategic management framework in Yuhang (2023) Thus, all the obtained data were categorized and interpreted based on three main dimensions: strategy planning, strategy implementation, and strategy evaluation. The final stage of the analysis involved systematically compiling a narrative description and formulating conclusions that aligned with the research objectives, based on data that had previously undergone reduction and presentation.

RESULT AND DISCUSSION

Handling sexual violence against women in the city of Samarinda, a policy has been established as regulated in Law Number 12 of 2022 concerning Sexual Violence Crimes. This National Regulation serves as the legal basis for local governments to strengthen institutional mechanisms in the protection of women and victims of sexual violence. In line with this policy framework, the Samarinda City Regional Regulation Number 4 of 2016 on the Formation and Structure of Regional Apparatus was established, as well as the Mayor's Regulation Number 110 of 2021 on the Position, Organizational Structure, Duties and Functions, and work procedures of the Samarinda City Women's Empowerment and Child Protection Office.

Based on data from the Samarinda City DP2PA between 2022 and 2025, it appears that the number of female victims of sexual abuse continues to increase. Women are the group that experiences the most sexual abuse compared to men, both in the child and adult categories. (DP2PA Samarinda, 2025). This proves that women are highly vulnerable to sexual harassment, whether in the family, educational, workplace, or social environments, especially in 2024 and 2025. The increasing number of female victims shows that sexual harassment is still a serious problem for women. In addition, the increasing number of victims also shows that more women are brave enough to report incidents of sexual harassment they have experienced (DP2PA Samarinda, 2025).

Service Strategy Planning

Service strategy planning is a method used to achieve a goal through an approach or plan that provides optimal service. According to Zeith in Umar (2020) Service strategy is a concept planned in a structured, comprehensive manner to deliver services that meet the needs of service users.

This handling of violence against women in Samarinda City shows that DP2PA, in formulating service strategy planning for the community, especially for victims, is outlined in the Action Plan Document. The Action Plan indicates the existence of official regulations that serve as guidelines for the implementation of activities during one fiscal year and as the main guidelines for providing services. Through this Action Plan guideline, it not only makes it easier for Chen in Yuhang (2023) to explain that there are several stages in service strategy planning, but the stages that are the source of the DP2PA service strategy planning include :

Information Gathering

The information-gathering process at DP2PA Samarinda constitutes the initial stage of service strategy planning. This stage involves the collection, management, and analysis of reported case data, which subsequently informs the formulation of the Annual Action Plan. The data primarily include the number of reported cases, victim profiles, types of violence, and service interventions provided in previous years. Empirical findings indicate that planning decisions are largely based on documented case reports submitted to DP2PA and UPTD PPA. These data are used to determine service priorities, estimate the number of beneficiaries, allocate resources, and set annual performance targets. However, the information-gathering mechanism remains predominantly case-driven and reactive. There is limited evidence of systematic risk mapping, vulnerability assessments, or proactive community-based data collection. Consequently, while the data provide an administrative basis for planning, they may not fully capture the hidden or unreported cases of sexual violence, which are widely recognized as a significant issue in gender-based violence contexts. From Chen's perspective, although strategic information gathering is formally conducted, its scope appears confined to institutional records rather than broader socio-structural analysis.

Interpretation Of Service Strategy

In interpreting its service strategy, DP2PA Samarinda operationalizes its institutional mandates into policy directions articulated within the Annual Action Plan. These include public complaint services, case assistance and legal support, referral services for women and children who are victims of violence, and institutional strengthening programs for service providers. Beyond case handling, the strategy is formally interpreted to encompass preventive measures such as public awareness campaigns, policy advocacy, and cross-sectoral coordination with law enforcement agencies, health institutions, and social services. This reflects an attempt to align operational practices with broader protection and empowerment objectives. However, empirical findings suggest that in practice, service interpretation remains predominantly case-oriented. Preventive programs, although formally included in planning documents, tend

to receive less operational emphasis compared to reactive case management. This indicates a gap between strategic articulation and practical prioritization. From Chen’s perspective, while the articulation of service strategy appears comprehensive at the policy level, its translation into balanced preventive and protective actions remains constrained by institutional capacity and case-driven workload pressures.

Development Of Service Strategies

At the development stage, DP2PA Samarinda translates strategic priorities into detailed operational programs as outlined in the Annual Action Plan. These include complaint-handling services for women and children victims of violence, case assistance facilitated through the UPTD PPA, referral services requiring inter-agency coordination, human resource capacity development for service providers, and network strengthening among protection institutions. The operationalization of these programs demonstrates that service strategy development is formally structured and aligned with regulatory mandates. The Action Plan serves as the primary institutional reference for directing service delivery, setting performance targets, and guiding coordination mechanisms. However, empirical findings indicate that while the strategic framework appears comprehensive at the planning level, its effectiveness is influenced by institutional capacity, inter-agency responsiveness, and resource availability. In practice, coordination for referral services and cross-sectoral collaboration often depends on informal communication channels rather than fully institutionalized mechanisms. From Chen’s perspective, the development of service strategies at DP2PA reflects a structured planning model; nevertheless, the adaptive and innovative dimensions of strategic development remain limited, particularly in responding proactively to the increasing trend of reported sexual violence cases.

Figure 2. Samarinda City DP2PA Action Plan Table

NO.	URUSAN	SASARAN	PROGRAM	KEGIATAN	INDIKATOR	SATEAN	TARGET
1.	Pembudayaan Perceptions dan Perlindungan Anak.	Meningkatnya kinerja dan pelayanan UPTD	Program Penunjang Urusan Pemerintahan Daerah Kabupaten Kota	Perencanaan, Penganggaran, dan Evaluasi Kinerja Perangkat Daerah	Nilai AKIP	Nilai	74
				Administrasi Keuangan Perangkat Daerah	Jumlah Laporan	Laporan	12 Laporan
				Administrasi Kewilayahan Perangkat Daerah	Jumlah Pegawai	Orang	44 Orang
				Administrasi Umum Perangkat Daerah	Jumlah Laporan	Laporan	4 Laporan
				Pengadaan Barang Milik Daerah	Laporan Rencana Kelembagaan Barang	Laporan	1 Laporan
				Perencanaan dan Penyelenggaraan Jasa Pelayanan Urusan Pemerintahan Daerah	Jumlah Laporan Penyelenggaraan Jasa Pelayanan Urusan Kantor Yang Disediakan	Laporan	2 Laporan
				Pencapaian dan Penyelenggaraan Daerah	Jumlah Laporan Penyelenggaraan	Laporan	4 Laporan
	Meningkatkan pembudayaan perceptions dalam bidang politik, hukum, sosial dan ekonomi	Program Pengarusutamaan Gender dan Pembudayaan Perceptions	Pembudayaan Perceptions Bidang Politik, Hukum, Sosial, dan Ekonomi Pada Organisasi Kemasyarakatan Kecamatan Kabupaten Kota	Jumlah Ketewakalan Perceptions di Parlemen, Perceptions Sebagai Tenaga Manajerial dan Sarbaguna Perceptions Dalam Peningkatan Kerja	Jumlah Orang	250 Orang	

Source : (DP2PA Kota Samarinda, 2025)

Figure 3. Samarinda City DP2PA Action Plan Table

NO.	URUSAN	SASARAN	PROGRAM	KEGIATAN	INDIKATOR	SATEAN	TARGET
1.	Pembudayaan Perceptions dan Perlindungan Anak.	Meningkatnya kinerja dan pelayanan UPTD	Program Penunjang Urusan Pemerintahan Daerah Kabupaten Kota	Perencanaan, Penganggaran, dan Evaluasi Kinerja Perangkat Daerah	Nilai AKIP	Nilai	74
				Administrasi Keuangan Perangkat Daerah	Jumlah Laporan	Laporan	12 Laporan
				Administrasi Kewilayahan Perangkat Daerah	Jumlah Pegawai	Orang	44 Orang
				Administrasi Umum Perangkat Daerah	Jumlah Laporan	Laporan	4 Laporan
2.	Pembudayaan Perceptions dan Perlindungan Anak.	Meningkatnya kinerja dan pelayanan UPTD	Program Penunjang Urusan Pemerintahan Daerah Kabupaten Kota	Perencanaan, Penganggaran, dan Evaluasi Kinerja Perangkat Daerah	Nilai AKIP	Nilai	74
				Administrasi Keuangan Perangkat Daerah	Jumlah Laporan	Laporan	12 Laporan
				Administrasi Kewilayahan Perangkat Daerah	Jumlah Pegawai	Orang	44 Orang
				Administrasi Umum Perangkat Daerah	Jumlah Laporan	Laporan	4 Laporan

Source : (DP2PA Kota Samarinda, 2025)

Figure 4. Samarinda City DP2PA Action Plan Table

NO.	KEGIATAN	SUB KEGIATAN	INDIKATOR	TARGET	RENCANA AKSI	JADWAL PELAKSANAAN (TRIWULAN)					KET
						I	II	III	IV	ANGGARAN (Rp)	
11	Pencegahan Kekerasan Terhadap Perempuan Lingkup Daerah Kabupaten/Kota	Koordinasi dan Sinkronisasi Pelaksanaan Kebijakan, Program dan Kegiatan Pencegahan Kekerasan Terhadap Perempuan Lingkup Daerah Kabupaten/Kota	Jumlah Dokumen Hasil Koordinasi dan Sinkronisasi Pelaksanaan Kebijakan, Program dan Kegiatan Pencegahan Kekerasan Terhadap Perempuan Lingkup Daerah Kabupaten/Kota	4 Dokumen	Rapat Koordinasi Persiapan Rencana Kegiatan, Sosialisasi Pencegahan Kekerasan Terhadap Perempuan dan Anak, Sosialisasi Suami Siaga Pada Komunitas Laki Laki, Sosialisasi Pencegahan Perkawinan dan Kekerasan Pada Anak Remaja	1 Dokumen	1 Dokumen	2 Dokumen	-	177,226,000	
		Advokasi Kebijakan dan Peningkatan Layanan Perlindungan Perempuan Kewenangan Kabupaten/Kota	Jumlah Perangkat Daerah yang Mendapat Advokasi dan Pendampingan Layanan Perlindungan Perempuan Kewenangan Kabupaten/Kota	3 Perangkat Daerah	Rapat Koordinasi Lintas Sektor Dalam Rangka Mendukung KRPPA	-	-	3 Perangkat Daerah	-	46,142,000	
12	Penguatan dan Pengembangan Lembaga Penyedia Layanan Perlindungan Perempuan Tagkat Daerah Kabupaten/Kota	Peningkatan Kapasitas Sumber Daya Lembaga Penyedia Layanan Pemangangan bagi Perempuan Korban Kekerasan Kewenangan Kabupaten/Kota	Jumlah sumber Daya Manusia Lembaga Penyedia Layanan Pemangangan bagi Perempuan Korban Kekerasan Kewenangan Kabupaten/Kota yang Mendapat Peningkatan Kapasitas	45 Orang	Mendukung Pembentukan Kelembagaan Ramah Perempuan dan Peduli Anak Kota Samarinda Dan Mengadakan Pelatihan Manajemen Kasus Kepada UPTD PPA Kota Samarinda, PUSPAGA Kota Samarinda, Kader Forum Perkasa Se Kota Samarinda	-	23 Orang	-	22 Orang	48,781,000	
		Penyediaan Kebutuhan Spesifik bagi Perempuan dalam Situasi Darurat dan Kondisi Khusus Kewenangan Kabupaten/Kota	Jumlah Perempuan dalam Situasi Darurat dan Kondisi Khusus Kewenangan Kabupaten/Kota yang Mendapatkan Pemenuhan Kebutuhan Spesifik	31 Orang	Melaksanakan Kegiatan Pemberian Bantuan Spesifik Kepada Perempuan Dalam Situasi Darurat dan Kondisi Khusus	10 Orang	10 Orang	-	11 Orang	25,000,000	
		Penguatan Jejaring antar Lembaga Penyedia Layanan Perlindungan Perempuan Kewenangan Kabupaten/Kota	Jumlah Dokumen Hasil Penguatan Jejaring Antar Lembaga Penyedia Layanan Perlindungan Perempuan Kewenangan Kabupaten/Kota	1 Dokumen	Melaksanakan Bimtek Bahasa Isyarat bagi Petugas Pelayanan Disabilitas	-	1 Dokumen	-	-	24,062,000	
		Advokasi Kebijakan dan Peningkatan Penyediaan Sarana Prasarana Layanan bagi Perempuan Korban Kekerasan Kewenangan Kabupaten/Kota	Jumlah Dokumen Hasil Advokasi Kebijakan dan Pendampingan Penyediaan Sarana Prasarana Layanan bagi Perempuan Korban Kekerasan Kewenangan Kabupaten/Kota	3 Dokumen	Pekerjaan Kantor Lapangan dan Fasilitasnya (Perbaikan Gedung dan Fasilitasnya)	-	-	2 Dokumen	1 Dokumen	200,000,000	

Source : (DP2PA Kota Samarinda, 2025)

Based on the analysis of the planning documents, DP2PA Samarinda has systematically formulated its service strategy within an Annual Action Plan framework. The document outlines policy directions, program activities, performance targets, implementation timelines, and budget allocations for each fiscal year. It also specifies operational measures such as cross-sector coordination meetings, community outreach programs, training for service officers, and the provision of supporting facilities and infrastructure. These findings suggest that service strategy planning at DP2PA is formally structured and administratively measurable. The presence of performance indicators and scheduled implementation reflects an effort to institutionalize accountability mechanisms within service delivery. However, while the planning document demonstrates procedural completeness, its effectiveness depends on the extent to which performance targets are outcome-oriented rather than merely output-based. The increasing number of reported sexual violence cases indicates that strategic planning, although structured, may still face challenges in translating formal design into preventive impact. Thus, the Action Plan functions as an essential governance instrument; nevertheless, its strategic value ultimately lies in the quality of implementation and evaluation processes that follow.

Implementation Of Service Strategy

The implementation of service strategies is the stage where service providers apply the service strategies that have been formulated according to the needs of service users. Chen dalam Yuhang (2023) states that the implementation of service strategies is an important stage in strategic plans into actual service activities, which include organizing human resources, utilizing budgets, strengthening work systems, controlling, and evaluating service performance to align with the set objectives.

Based on data from the Samarinda City Women's Empowerment and Child Protection Agency, cases of violence against women in Samarinda City over the last four years can be seen in the table below:

Figure 5. Data On The Number Of Sexual Violence Victims In Samarinda City For 2022-2025

Tahun	Kasus	Korban			Fisik			Psikis			Seksual			Penelantaran			TPPO		
		L	P	T	L	P	T	L	P	T	L	P	T	L	P	T	L	P	T
2022	88	33	55	88	20	06	17	13	17	30	03	30	33	02	00	02	00	00	00
2023	119	63	97	160	20	14	34	24	21	45	04	45	48	04	02	06	00	03	03
2024	126	51	95	146	18	09	27	12	14	26	05	60	65	02	04	06	00	00	00
2025	180	83	136	219	21	19	40	24	36	60	14	69	83	00	01	01	00	00	00

Source: DP2PA Samarinda City (Interview 7 January 2026).

In the table above, it can be seen that the number of cases of violence against women, including sexual harassment, in the city of Samarinda increased in 2025. This is the limited human resources, and the indifference of the community toward the stigma surrounding violence, particularly sexual harassment against women. The implementation of service strategies in handling sexual harassment against women in Samarinda City shows that the implementation of service strategies is carried out through stages in accordance with the guidelines established in the form of an Action Plan. The implementation of these service strategies goes through various stages, starting from reception, reporting, case handling, referral provision, victim recovery processes, and strengthening service provider institutions. In the implementation of service strategies, the DP2PA of Samarinda City not only carries out technical activities in the field but also applies systematic managerial stages to ensure the strategies run effectively. These stages include strategy synergy, strategy articulation, and strategy implementation. This condition shows that the success of service strategy implementation is not only determined by operational activities but also by structured and coordinated strategy management.

Synergy Of Sevice Strategy

Synergy represents the initial phase of service strategy implementation, emphasizing institutional alignment and cross-sector coordination. DP2PA Samarinda collaborates with multiple stakeholders, including regional apparatus organizations, UPTD PPA, law enforcement agencies, hospitals, legal aid institutions, community organizations, and local government units at the sub-district and village levels. Research findings indicate that coordination is facilitated through formal meetings, case conferences, referral mechanisms, and inter-agency communication networks. These mechanisms aim to clarify institutional roles and minimize program overlap in handling victims. However, empirical evidence suggests that the effectiveness of synergy varies depending on the responsiveness and capacity of partner institutions. While coordination frameworks are formally established, operational efficiency in referral services and integrated case handling remains influenced by procedural complexity and institutional workload. This indicates that synergy, although structurally institutionalized, is still dependent on contextual and organizational factors.

Articulation of Service Strategy

The articulation stage involves translating general strategic directions into operational instruments. DP2PA formalizes its service strategy through the Annual Action Plan, which details programs, sub-activities, performance indicators, targets, timelines, and budget allocations. At this level, service priorities encompass victim protection, violence prevention initiatives, institutional capacity strengthening, and women's empowerment programs. This articulation process provides administrative clarity and ensures that strategic objectives are aligned with measurable outputs.

Implementation Of Service Strategy

The implementation phase represents the practical execution of planned service strategies. DP2PA delivers direct services to victims through complaint handling, case management, psychological and legal assistance, referral coordination, and institutional strengthening of UPTD PPA. Cross-sector collaboration is applied to facilitate integrated victim services. Although implementation follows structured managerial procedures, the increasing number

of reported cases places significant pressure on institutional capacity. Research findings reveal that service officers often prioritize urgent case handling over preventive outreach activities due to workload demands. Monitoring and evaluation mechanisms are conducted periodically to assess target achievement and budget utilization. However, the extent to which these evaluations measure substantive service impact, rather than administrative compliance, remains a critical consideration. Thus, while service strategy implementation at DP2PA demonstrates structured administrative management, its overall effectiveness is shaped by resource constraints, coordination dynamics, and the growing complexity of violence cases.

Service Strategy Evaluation

Service strategy evaluation is an important process in management strategy that involves assessing the effectiveness and efficiency of the implemented strategy. According to Chen in Yuhang (2023) The purpose of evaluation is to see the extent to which the planned strategy has been achieved in accordance with the planned objectives, as well as to evaluate the performance of an organization implementing the strategy.

As a follow-up to evaluation findings, DP2PA introduced several strategic adjustments, including increased budget allocations for service infrastructure, the development of GESIT (Gender Budget Analysis with Simple Think) as a gender-responsive budgeting innovation, drafting regional regulations governing the reporting and handling of sexual violence in workplaces, households, and public facilities, as well as enhancing the capacity of human resources at DP2PA, UPTD PPA, and PUSPAGA (Family Protection Center) to provide more professional services. In addition, cooperation with regional agencies (OPD), law enforcement institutions, community organizations, and media partners has been expanded to strengthen the victim protection network. Thus, the evaluation of DP2PA's service strategy shows that the handling of sexual harassment victims in Samarinda City has been quite effective, although it still requires strengthening in terms of funding, institutional aspects, community awareness, and the quality of human resources so that the services can become more optimal, equitable, and have a long-term impact in creating a safe urban environment.

In the evaluation results of the DP2PA service strategy, the implementation of sexual abuse victim handling was not only assessed based on program and activity achievements, but also analyzed through managerial evaluation stages that included service strategy control and service strategy evaluation.

Control Of Service Strategy

The control stage involves routine monitoring of complaint reception processes, case handling, victim assistance, and the implementation of referral services to related institutions such as hospitals, police, and legal aid organizations. In addition, control also includes monitoring budget usage, achieving performance indicators, and coordination between sectors and the UPTD PPA. Through this control, DP2PA can identify obstacles in the field, such as limited human resources, facility constraints, or delays in activity implementation, allowing for swift action to be taken.

Evaluation

The evaluation stage is a comprehensive assessment of the results of the implemented strategy. DP2PA assesses the extent to which the targets set in the strategic plan and annual work plan have been achieved, including the number of sexual abuse victims served, the quality of assistance provided, and the effectiveness of the referral and recovery system for victims. This evaluation is also used to examine the factors that have caused some targets not to be optimally achieved, such as budget constraints, low public awareness of reporting, or suboptimal cross-sector coordination.

Figure 6. Samarinda City DP2PA Work Plan (RENJA) Table

Urusan/Bidang Urusan Pemerintahan Daerah dan Program/Kegiatan	Indikator Kinerja Program (outcome) Kegiatan / (output)	Target Kinerja Capaian Program Renstra PD tahun 2024	Realisasi Target Kinerja Hasil Program dan Keluaran s/d tahun 2021	Target dan Realisasi Kinerja Program dan Kegiatan tahun 2022			target Program / kegiatan Renja PD tahun 2023	Perkiraan realisasi capaian target program/kegiatan Renstra PD s/d tahun berjalan	
				Target 2022	Realisasi 2022	Tingkat Realisasi (%)		Realisasi Capaian Program dan Kegiatan s/d tahun 2023	Tingkat Capaian Realisasi Target Renstra (%)
2	3	4	5	6	7	8-(7/6)	9	10-(5+ 7+9)*	11-(10/4)*
Pemberdayaan Perempuan Bidang Politik, Hukum, Sosial, dan Ekonomi pada Organisasi Kemasyarakatan Kewenangan Kabupaten/Kota	Jumlah Keterwakilan Perempuan di Parlemen, Perempuan sebagai tenaga Manajerial dan Sumbangan Perempuan dalam Pendapatan Kerja	250 Orang	-	-	-	-	25 Organisasi	25	100%
Advokasi Kebijakan dan Pendampingan Peningkatan Partisipasi Perempuan dan Politik, Hukum, Sosial dan Ekonomi	Jumlah Organisasi Masyarakat yang Mendapat Advokasi dan Pendampingan Kebijakan Peningkatan Partisipasi Perempuan di Bidang Politik, Hukum, Sosial dan Ekonomi Kewenangan Kabupaten/Kota	10 Organisasi	2 Dok	-	-	-	25 Organisasi	25	100%
Penguatan dan Pengembangan Lembaga Penyedia Layanan Pemberdayaan Perempuan Kewenangan Kabupaten/ kota	Jumlah Lembaga Pemberdayaan Perempuan	2 Layanan	-	-	-	-	-	-	-
Advokasi Kebijakan dan Pendampingan kepada Lembaga Penyedia Layanan Pemberdayaan Perempuan Kewenangan Kabupaten/ Kota	Jumlah Lembaga Penyedia Layanan Pemberdayaan Perempuan Kewenangan Kabupaten/ Kota yang Mendapat Advokasi dan Pendampingan	2 lembaga	-	-	-	-	-	-	-
Peningkatan Kapasitas Sumber Daya Lembaga Penyedia Layanan Pemberdayaan Perempuan Kewenangan Kabupaten/ Kota	Jumlah Sumber Daya Lembaga Penyedia Layanan Pemberdayaan Perempuan Kewenangan Kabupaten/ Kota yang Mendapat Peningkatan Kapasitas	20 Orang	-	-	-	-	-	-	-

Source : (DP2PA Samarinda, 2025)

Figure 7. Samarinda City DP2PA Work Plan (RENJA) Table

Urusan/Bidang Urusan Pemerintahan Daerah dan Program/Kegiatan	Indikator Kinerja Program (outcome) Kegiatan / (output)	Target Kinerja Capaian Program Renstra PD tahun 2024	Realisasi Target Kinerja Hasil Program dan Keluaran s/d tahun 2021	Target dan Realisasi Kinerja Program dan Kegiatan tahun 2022			target Program / kegiatan Renja PD tahun 2023	Perkiraan realisasi capaian target program/kegiatan Renstra PD s/d tahun berjalan	
				Target 2022	Realisasi 2022	Tingkat Realisasi (%)		Realisasi Capaian Program dan Kegiatan s/d tahun 2023	Tingkat Capaian Realisasi Target Renstra (%)
2	3	4	5	6	7	8-(7/6)	9	10-(5+ 7+9)*	11-(10/4)*
PROGRAM PERLINDUNGAN PEREMPUAN	persentase kekerasan terhadap perempuan termasuk TPPD	0,036%	-	-	-	-	0,038%	-	-
Pencegahan kekerasan terhadap perempuan tingkat daerah kabupaten/kota	Jumlah kasus kekerasan terhadap perempuan tingkat daerah kabupaten/kota	120 Kasus	-	-	-	-	-	-	-
Koordinasi dan sinkronisasi pelaksanaan kebijakan, program dan kegiatan pencegahan kekerasan terhadap perempuan tingkat daerah kab/kota	Jumlah Dokumen Hasil Koordinasi dan Sinkronisasi Pelaksanaan Kebijakan, Program dan Kegiatan Pencegahan Kekerasan Terhadap Perempuan Kewenangan Kabupaten/Kota yang dilaksanakan	1 dokumen	-	-	-	-	-	-	-
Advokasi kebijakan dan pendampingan layanan perlindungan perempuan kewenangan kab/kota	Jumlah Perangkat daerah yang mendapat advokasi dan pendampingan layanan Perlindungan Perempuan Kewenangan Kabupaten/ Kota	2 PD	-	-	-	-	-	-	-
Penyediaan Layanan Rujukan Lanjutan bagi Perempuan Korban Kekerasan yang Memerlukan Koordinasi Kewenangan Kabupaten/ Kota	Jumlah kasus perempuan yang dirujuk dan menerima rujukan	70 Kasus	-	-	-	-	-	-	-
Penyediaan Layanan Pengaduan Masyarakat bagi Perempuan Korban Kekerasan Kewenangan Kabupaten/ Kota	Jumlah Perempuan Korban Kekerasan Tingkat Kabupaten/Kota yang Mendapatkan Layanan Pengaduan	70 Kasus	13 Sosialisasi	40 Org	40 Org	100	50 orang	45 orang	90%
Penyediaan Layanan Rujukan Lanjutan bagi Perempuan Korban Kekerasan yang Memerlukan Koordinasi Kewenangan Kabupaten/ Kota	Jumlah Perempuan Korban Kekerasan Tingkat Kabupaten/Kota yang Mendapatkan Layanan Pengaduan	70 orang	127 Pendampingan	130 Org	130 Org	100	50 orang	45 orang	90%
Penguatan dan Pengembangan Lembaga Penyedia Layanan Perlindungan Perempuan Tingkat Daerah Kabupaten/ Kota	Jumlah Lembaga yang mengikuti Bimbingan Pendampingan Kekerasan terhadap Perempuan	1 lembaga	-	-	-	-	-	-	-
Advokasi Kebijakan dan Pendampingan Penyediaan Sarana Prasarana Layanan bagi Perempuan Korban Kekerasan Kewenangan Kabupaten/ Kota	Jumlah Laporan Advokasi Kebijakan dan Pendampingan Penyediaan Sarana Prasarana Layanan bagi Perempuan Korban Kekerasan Kewenangan Kabupaten/ Kota	2 laporan	14 Jenis	5 Lap	5 Lap	100	-	-	-
Peningkatan kapasitas sumber daya lembaga penyedia layanan penanganan bagi perempuan korban kekerasan kewenangan kab/kota	Jumlah sumber daya manusia lembaga penyedia layanan penanganan bagi perempuan korban kekerasan kewenangan kab/kota	40 orang	-	-	-	-	-	-	-
Penyediaan Kebutuhan Spesifik bagi Perempuan dalam Situasi Darurat dan Komitisi Khusus Kewenangan Kabupaten/ Kota	Jumlah Perempuan dalam Situasi Darurat dan Kondisi Khusus Kewenangan Kabupaten/ Kota yang Mendapatkan Pemenuhan Kebutuhan Spesifik	10 Orang	1 Rmh	80 Org	80 Org	100	50 orang	50 orang	100%

Source : (DP2PA Samarinda, 2025)

Based on the Final Draft of the Work Plan (Renja) of the Women's Empowerment and Child Protection performance targets, in their implementation, obstacles are still found that affect the effectiveness and optimization of services to the community. These constraints include budget limitations, the suboptimal implementation of several strategic programs, and the still low participation and awareness of the community regarding women's empowerment and child protection issues. In addition, cross-sector support and the role of institutions in program implementation have not yet fully functioned optimally. This condition affects the Office (DP2PA), there are still several factors that prevent services from being provided optimally. Although various programs and activities have been systematically planned and directed to achieve the established suboptimal achievement of services as expected in the planning document.

These findings indicate that although service strategies are administratively structured and periodically evaluated, the achievement of substantive service impact remains influenced by structural, cultural, and institutional constraints.

CONCLUSION

Based on field findings, it is stated that the strategy for providing services for sexual harassment against women in Samarinda City has been designed and implemented based on existing regulations. DP2PA Samarinda City has provided various forms of services, ranging from initial protection, psychological and legal assistance, to recovery processes and advanced-level referrals. This shows that structurally, the service system has been operating in accordance with the established policy framework. However, in the implementation of its service strategy, there are still several obstacles, such as budget cuts, suboptimal inter-agency coordination, limitations in human resources both in terms of quantity and competence, as well as other technical barriers that affect the optimization of services. These conditions indicate that the success of the service strategy is not only determined by the existence of regulations but also by the support of resources and the effectiveness of its implementation governance. This study has addressed and analyzed the formulation, implementation, and evaluation of the service strategy applied by DP2PA. Based on the analysis results, it can be concluded that the service strategy has been designed thru a structured planning mechanism and recommended in the Action Plan and Final Work Plan (RENJA) documents. The strategy was then implemented thru an integrated service system that involved cross-sector coordination and comprehensive victim assistance mechanisms. The evaluation of the strategy is conducted thru performance control and program achievement reviews as a basis for policy improvement. Overall, the service strategy implemented shows a systematic management framework. However, its effectiveness is still influenced by factors such as institutional capacity, resource support, and community participation. The Government of Samarinda City is expected to increase budgetary support so that the implementation of programs and service strategies can run more optimally, particularly to support psychological assistance services, legal aid, recovery processes, as well as service facilities and infrastructure. In addition, it is necessary to strengthen coordination and synergy among related institutions, such as the police, health institutions, legal aid organizations, and community organizations, in order to ensure faster case handling and more integrated services for victims. Improving human resource capacity is also essential through training and strengthening the competencies of companion personnel so that services for victims can be delivered in a more professional and responsive manner. Furthermore, increasing public awareness and participation through socialization, education, and public campaigns is also important so that the community understands reporting mechanisms and supports efforts to protect victims.

Thus, the objective of this study to identify service strategies and the factors hindering their implementation has been addressed thru an analysis of the three main dimensions of strategic management, namely planning, execution, and evaluation. Based on theoretical aspects, this study enriches public administration research by integrating strategic management perspectives into the analysis of public services in the field of women's protection. This study shows that a strategic management approach can be used as an analytical tool to assess the quality of strategy design, implementation consistency, and the effectiveness of public service evaluation at the local government level.

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