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Strengthening The DP3A Institution Through Organizational Structure Aspects In The Child Friendly City Program In Makassar

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Abstract

The aim of this research is to find out how to strengthen the DP3A institution in the child-friendly city program in Makassar from the aspect of organizational structure. This study uses a qualitative method. The results of the research show that the internal organizational structure in DP3A has been well formed, as evidenced by Perwali Number 67 of 2022 concerning Position, Organizational Structure, Duties and Functions and Work of the Women's and Children's Empowerment Service stating that the effectiveness of duties and functions has been running well, the structure of the charts organization starting from; Heads of Departments, Service Secretaries, several Heads of Sub-Divisions and Heads of Divisions are already within the scope of DP3A.

Keywords: Organizational Structure, DP3A, Children

Introduction

Children's institutional development essentially talks about a renewal process in the form of changes in the desired direction, but is more related to values or value systems. In the concept of development, we cannot immediately ignore the contribution of other social science disciplines to development studies, economic studies have had the greatest impact on development concepts.

Law No. 23 of 2002 concerning Protection "Every child has the right to live, grow, develop and participate appropriately in accordance with human dignity, and to receive protection from violence and discrimination. This article does not yet provide information about the influence of hedonism and the impact of technology from the increasingly widespread influence of globalization, even in the preamble, although the Child Protection Law includes Special Protection articles, Article 59 states: "The government and other State Institutions are obliged and responsible for provide special protection to children in emergency situations, children in conflict with the law, children from minority/isolated groups, children economically or sexually exploited, children who are trafficked, children who are victims of narcotics, alcohol, psychotropic and other addictive substances (drugs) abuse.), children victims of kidnapping, abuse, sales and trafficking, children victims of physical/mental violence, children with disabilities and children victims of abuse and neglect.

Seeing the problems that occur like that, the process of developing children's institutions needs to be strengthened because the benefits produced are many, one of which is the formation and arrangement of the tasks and functions of each children's institution and

each institution is also able to reflect an effective and efficient organization, namely the arrangement of details of work unit tasks. in accordance with the description of the functions of each work unit.

While talking about a process of strengthening children's institutions, the effective process depends on how the organization is because dynamic problems will not occur if the power in children's development can be carried out well. The word "development" itself can be viewed from various aspects. The word development itself can simply be interpreted as change for the better (Yulianti, 2017). There are two things that influence effective development, namely: value judgment and favorable value orientation. Apart from that, development is also a renewal of change towards a better and more modern direction, but with more emphasis on values or value systems. The important role in dealing with children's rights issues and realizing a Child Friendly City is a serious problem. Apart from the responsibility of parents, schools, the community and the government also play a role in this regarding certain spaces and stages, so all institutions in the world have a role to play. providing assistance in this regard, through the Convention on the rights of the child (CRC) agreed that children must be given their human rights and special protection. Indonesia guarantees the right of every child to obtain protection from economic exploitation activities and any work that endangers him, so that he can disrupting education, physical health, morals, social life and mental and spiritual life. However, in reality, children's rights have not been fulfilled in a systematic and sustainable manner.

In every matter related to the realization of a Child Friendly City, community institutions and the media are the common thread of development and are also a force in realizing a Child Friendly City, especially in Makassar City, especially considering the conditions on the ground in Makassar City, especially the Women's Empowerment and Child Protection Department. (DP3A), which regularly experiences dynamics or shifts, becomes a dilemma in itself, because this can mean inconsistent achievements. In this case, we can analyze the importance of an institution that directly handles the fulfillment of children's rights, which can be followed up through forums or activities that really supports the realization of a Child Friendly City (KLA) in Makassar.

Strengthening children's institutions plays a very important and strategic role because it is able to support efforts to fulfill children's rights. NGOs are government development partners whose role is to be able to carry out advocacy, help or encourage the government to create standards related to services, and share learning or various lessons because grassroots NGOs are more focused on helping the community for the welfare of children and families (Pratiwi et al., 2020) . Apart from that, there are 3 basic approaches that NGOs need to apply in their work in order to contribute to improving and achieving KLA, including promoting children's rights, live streaming and mainstreaming child protection as well as preventing and responding to violence against children (KTA). Apart from NGOs and government institutions, private sector participation in the business world also plays an important role in supporting the KLA (Haq, 2016). In Indonesia, a number of companies that are members of the Association of Indonesian Child Friendly Companies (APSAI) pay serious attention to efforts to fulfill children's rights. Because the presence of APSAI also seeks to encourage and ensure that the business world carries out good business practices with child-friendly practices through the PELANGI Award (Indonesian Child-Friendly Company). And currently there are 1200 companies that are members of APSAI throughout Indonesia. The aim is to jointly change the paradigm among friends in the world environment, that in ensuring the growth and development of children's rights, not only the government's duties but also the business world are included in the pillars of children's institutional development.

Apart from the support from APSAI (Association of Indonesian Child Friendly Companies), support for the fulfillment of children's rights is also very necessary through

the media. This is reflected in the support of several children's organizations or institutions through the media, namely the formation of JURKAWAN (Journalist Friends of Children), where the strategic role of JURKAWAN is very important. right on target to analyze children's daily needs, namely children in the current era are very warm and familiar with gadgets, social media and online media, so it is very important for the media to provide information suitable for children.

Currently, Indonesia has child-friendly reporting guidelines, so it is very important for journalists to understand these guidelines. Each friend must understand and imagine that the news is read by children, so in this case the media can have the same obligation to provide information and participate in child protection efforts.

Realizing the fulfillment of children's rights will not be complete without the participation of the children's groups themselves. As an implementation of Law No. 35 of 2014 concerning Child Protection, the Indonesian government through the Ministry of PPA initiated the formation of a Children's Forum as a forum for children's participation managed by children to accommodate the aspirations, views and needs of all groups of children.

In several children's institutions formed in a forum in Makassar City, they specialize in fulfilling children's rights, which is an effort to synchronize children's rights and freedoms which are recognized as natural basic rights that a person gets from birth as a form of compensation for human rights. human beings who are a priority in fulfilling the rights of all citizens who are given freedom in various aspects of social life in society, politics, culture, religion and welfare, the obligation of the State in fulfilling the rights of children where these rights are recognized and protected, both universally for all nations in the world as well as recognition and protection according to national law in a country.

A Child Friendly City (KLA) has a rights-based development system for children through integrating the commitment and resources of government, society and the business world, which is planned comprehensively and sustainably in policies, programs and activities to ensure the fulfillment of children's rights and protection (Yohana, 2018; Fithriyyah, 2017; Mahmud & Suandi, 2020).

Apart from having a system based on the development of children's rights, a Child Friendly City (KLA) also has plans and provisions to carry out all its development programs oriented towards children's rights and obligations in accordance with the 5 Child Friendly City clusters, including: Civil rights and freedoms, environment family, alternative care, basic health and welfare, education and arts and cultural activities and more, one of which is about institutional strengthening. This is intended so that children can grow and develop well. The criteria for children here are all citizens from the time they are in the womb until they are 18 years old.

The implementation of a Child Friendly City in Makassar City still has shortcomings which are considered to require strengthening an institution because the dynamics that occur in Makassar City are still a problem in the institutional strengthening indicators for a Child Friendly City (KLA). Among them are: first, the structure of the Makassar City Child Friendly City (KLA) task force is not yet ideal and has not met needs up to the level of implementation. Where the structure of the task force must adjust the level of needs and volume of work contained in the institution so that the activities in each program can be clearer, apart from that, secondly, the KLA institution in Makassar City has not yet given rise to a commitment to the KLA supporting institutions at both the sub-district and sub-district levels, because of the commitment to The KLA is a written regulation and action that is very important for implementing the KLA policy in Makassar City. Third, there are still human resources in Makassar City who have not been trained in fulfilling children's

rights that meet material standards, deepening problems and handling children's issues based on the child rights convention.

Institutional strengthening activities carried out need to foster understanding regarding KLA in Makassar City, namely the best interests of children. Apart from human resource knowledge that needs to be sharpened regarding KLA, the involvement of the business world in fulfilling children's rights is also important and significant. The business world will interact with children and have an impact, either directly or indirectly. The involvement of the business world can be in the form of policies, products, providing facilities suitable for children, empowering families and surrounding communities, providing services and growth and development and protecting children or preventing the use of child labor, producing safe food, providing play areas, child care, breastfeeding corners, and Telephone Friends of Children (TESA).

With the existence of a challenge for Makassar City, especially how the performance of a government institution, namely the Women's Empowerment and Child Protection Service (DP3A), is able to be carried out well, it is necessary to realize that this challenge will make the Makassar area a Child Friendly City in the future, the most important thing is to be able to be responsible with the fulfillment of children's rights. Of course, this cannot be separated from a process of change or development. Basically, an organization that wants development must plan development. The process of strengthening institutions starts from the process of making an organization effective. In every development implementation carried out it must be carried out consciously, meaning that both the central government and regional governments must pay attention to the smallest developments so that they can achieve national development goals through planned growth towards a modern society.

Strengthening institutions can be interpreted as a development effort that must continue, because the level of prosperity, justice and welfare of the people is relative and can never be achieved absolutely (Afandi & Erdayani, 2022). Development can be interpreted as planning and programs carried out by the State to continuously create a better society. Every individual (society) or country always strives to develop its survival for the present and future. Development is also a dynamic process to achieve community welfare, a process of activities related to the development of economic activities and improving people's living standards (Mabrurin & Latifah, 2021). Every country always tries to achieve what is called development through strengthening institutions. Moreover, what is currently being experienced by the Makassar City Women's Empowerment and Child Protection Service (DPPPA) with the aim of building a Child Friendly City. One of them is about how the fulfillment of children's rights can be fulfilled and it is important to realize development through strengthening institutions, especially those focused on preparing the nation's buddies to succeed the nation's ideals.

The important role of institutions is very much needed in developing a center for sustainable national growth, because institutions making policies, mobilizing and managing resources and providing services that support development, growth and prosperity cannot be maintained if the institutions that guide them do not function. Institutions are an important filter and guide for the development process because 70 percent of the world's population lives in developing countries which face administrative problems and argue that these problems arise from ineffective institutions.

The entire world institutional base says that development will always highlight how important an institution is, the concept has been developed that institutions are central and must be actualized properly to achieve development. Moreover, regarding the target of realizing a Child Friendly City (KLA) in Makassar City, institutional strengthening is the main vehicle for the development of Makassar City. There are various ways that could be an alternative for the Makassar City government to strengthen institutions, such as an internal organizational structure that is formulated through activities that emphasize

solidarity between task forces. Relationships (collaboration) between institutions that can strengthen goals such as being designed in a tourism alley activity program, establishing child-friendly schools, child-friendly tourist attractions, and so on.

Talking about the concept of institutional dynamics thinking will always discuss a lot about changes in a country and these changes cannot be separated from the study of Public Administration science. Public administration developed as an academic study through stages presented in paradigms that mutually influence each other. Each phase of this paradigm develops according to its respective locus and focus. Locus indicates where state administration is studied institutionally, while focus is the target of state administration specialization.

We can see that the government's implementation of its policies is not going well or in other words the government is not yet committed to implementing its policies because it is deemed not to meet the criteria in the 5 category evaluation for Child Friendly Cities. Meanwhile, data on violence cases released by the Makassar City Women's Empowerment and Child Protection Service shows that in the last three years cases of violence against children have decreased. In order to make this happen, all parties must be involved, especially those who focus on preparing superior children as the nation's future successors to development ideals.

To accelerate the realization of Child Friendly Districts/Cities throughout Indonesia, the Ministry of Women's Empowerment and Child Protection (DP3A) has committed to carrying out collaboration or cooperation between organizations to measure the performance of an institution in strengthening institutions in realizing a Child Friendly City (KLA) in Makassar.

Method

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 Finance Section Head, the Makassar City DP3A Planning and Reporting Section Head, the Makassar City DP3A Personnel Section 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 Shelter for residents of Pattingalloang Village and Child Workers in Pattingalloang Village.

Results and Discussion

Strengthening Makassar City DP3A Institutions in realizing a Child Friendly City

Based on Makassar Perwali Number 2 of 2017 concerning the Child Friendly City Program, it is stated that a child is someone who is not yet 18 (eighteen years old), including children who are still in the womb, therefore the role of institutions related to children's survival and protection must be visible, especially in terms of the criteria for achieving Sustainable Development, namely realizing KLA. The Makassar City Child Empowerment and Protection Service (DP3A) has an important role, as a regional apparatus which has the task and function of assisting the Makassar City government and DPRD in realizing KLA in Makassar City.

The aim of the KLA policy itself, as stated in Perwali Number 2 of 2017, states; (a) Increase the commitment of Regional Governments, sub-districts, sub-districts and communities in efforts to realize development that cares for children, to fulfill and serve the needs and best interests of children; (b) Integrating all potential human resources, finances, facilities, infrastructure, existing in the Regional, Subdistrict, Subdistrict and community governments in realizing children's rights; (c) Increasing children's abilities and participation in the development planning process.

Apart from the objectives stated in the Mayor of Makassar City Regulation No. 2 of 2017 concerning KLA, there are also several scopes of KLA including the preparation and implementation of policies, namely in the fields of; (a) Participation and civil liberties for children; (b) Caregiving, use of free time; (c) Cultural activities; (d) Health and welfare; (e) Protection of children's rights. As for the KLA program for the city of Makassar in accordance with Perwali no. 2 of 2017 concerning KLA, the implementation of the regional budget plan (RAD) includes several action programs, including; (a) Preparation of KLA requirements; (b) Harmonization of child protection policies; (c) Basic health services, referrals, epidemiological investigations for handling extraordinary events (KLB) and community empowerment in the health sector; (d) Basic, general, secondary and vocational education services, formal and non-formal; (f) Protection of children in the field of civil rights and participation; (g) Protection against criminal acts in the event that children require special protection; (h) Housing services, environmental facilities and infrastructure, as well as public facility services and; (i) Environmental services and basic sanitation needs.

When we talk about the KLA Program which was formed by the Ministry of Women and Children Protection (KemenPPA), it cannot be separated from a development system, and that system always refers to and is based on institutional elements that influence it, because KLA implements a strategy for fulfilling children's rights (PUHA), which means that the integration of children's rights is in: the policy formulation process, activity programs, development and planning stages up to the budgeting stage, and monitoring and evaluation.

A strategy like this greatly influences institutional strengthening, efforts to strengthen the institutions of the Ministry of Natural Resources, Non-Governmental Organizations (NGOs) and the business world in all government administrative areas so that they are proactive in efforts to fulfill children's rights through advocacy, outreach and facilitation in fields of personnel, budget, infrastructure, methods and technology.

Defining institutional development, Ronald Mc Gill (1996) in his book "Institutional Development" states that the important role of institutions is very important in the debate about development, because institutions are the center of sustainable and profitable economic growth. by making policies, mobilizing and managing resources, and providing services is a stimulus to support development. Growth and prosperity are impossible to sustain if the guiding institutions are not functioning. So here institutions are an important filter for the development process. In this article, Ronald not only discusses institutions but also explains several dimensions of institutional strengthening which are suggested as follows; (a) Internal organizational structure; (b) Management system (financial

management and personnel management); (c) Relations between institutions; (d) Legal framework.

Here, we can see that institutions are a source to strengthen development because in the future there will always be challenges for developing countries in facing administration and the challenges are quite clear, and what is important at this time is agreement on the nature of institutions that must be strong.

Internal Organizational Structure

DP3A is an institution that can be said to be important because of the existence of this institution, children who are victims of child abuse whose rights are not fulfilled can complain about it. Become a place for consultation between children's parents regarding children's rights. DP3A has many functions that are strategic and important to be supported by all parties. DP3A is required to be able to coordinate and work together in handling cases of children who need special protection.

Apart from being a forum for protection, complaints or consultation for child victims of violence, DP3A also has the function of implementing programs and activities, as well as building good coordination and communication between other institutions in formulating policies related to the fulfillment of children's rights (PUHA), one of which aims to realize KLA. This cannot be separated from the concept of the duties and functions of each stakeholder in the Makassar City DP3A, each of whom carries out it according to their respective corridors, because the internal organizational structure is also made according to the programs that will be carried out in accordance with the tasks of their respective fields.

The interview conducted with IA as Secretary of the Makassar City DP3A Service regarding the issue of internal organizational structure is as follows:

"In my opinion, the structure formed in DP3A is well formed, it can be proven by looking at the structure of the organizational chart, starting with the Head of Service as the leader, continuing with the service secretary as policy assistant and also the formation of several sub-heads and heads of other fields, although now the section heads have been removed and replaced with functional staff because the scope of their activities is certainly wider." (Interview with IA on 12 November 2023).

Based on interviews with IA here, researchers can analyze that in the DP3A institution the structural structure of the organization has been well formed, including the Head of Service as the leader and the Secretary of the Department as assistant to the Head of the Service, but as time goes by and many work agendas change and accumulate, the City government's efforts Makassar, in strengthening the bureaucracy according to its function, simplified the organizational structure into two levels, where initially the section heads were the ones who handled the planning, budget, staffing, implementation and evaluation processes, but as time went by and the needs of the Makassar City Government increasingly strengthened the function of the bureaucracy by means of simplifying structural functions, which initially only relied on Section Heads, now divides positions into 2 levels, namely: Subdivisions and respective Fields.

ASNs who are transferred from structural positions must meet certain criteria that apply to functional positions. The simplification of government bureaucracy will have an impact on the organizational structure model which is no longer structurally based, but changes to an organization with two levels that is built functionally. The hope is that these changes will have an impact on improving bureaucratic performance, including making the bureaucracy more agile, dynamic and easier to make adjustments to its strategic environment.

Apart from touching on the formation of the internal organizational structure in the Makassar City DP3A institution, it cannot be separated from the presence of the existing institutional vision and mission. Because the vision and mission are closely related to the sustainability of the DP3A institution.

In an interview with AL, Head of the General and Civil Service Subdivision, he revealed that:

"So like this, the DP3A Vision and Mission is adjusted to point 2 of the Mayor of Makassar's vision and mission regarding health, economic, social and cultural reconstruction towards a prosperous society for all, well. This is sustainable because it is also included in KLA's main performance. "About the percentage that creates a prosperous, child-friendly sub-district." (Interview with AL November 14, 2023).

Based on an interview with AL as Head of the General and Civil Service Sub-Division who explained the Vision and Mission contained in the Makassar City DP3A Institution which cannot be separated from point 2 of Mr. Ramdan Pomanto's mission, which hopes for prosperity for all. So, from this interview discussion, researchers can see that the relationship between DP3A's vision and mission in realizing KLA is very interconnected because it is related to the main performance indicator of KLA in the first point, namely, increasing the percentage of child-friendly sub-districts in Makassar City. As can be seen from the Letter from the Ministry of PPA regarding the government's goal of improving the welfare of the golden generation which starts from fulfilling their rights, starting from educational, social, economic and political aspects as well as health which must be fulfilled to the maximum..

The formation of a vision and mission can be said to be an important commitment from an institution because it is able to provide a focal point that helps align everyone in the institution or organization, thus ensuring that everyone has to work towards one goal because this can increase efficiency and productivity in the institution or organization. The vision and mission will be the foundation for an institution or organization, so usually the vision and mission are created when the institution or organization is being built.

According to Wheelen, quoted from Wibisono (2006), vision and mission are a series of words that express the dreams, ideals, plans, hopes of an association, company or organization that they want to achieve in the future. Vision and mission can also be said to be something that is very necessary for an organization to ensure the success of the organization or company in the long term.

If earlier the interview with IA and AL touched on the formation of the main structural functions of internal organizations which cannot be separated from the existence of an organizational structure chart and the formation of the DP3A vision and mission, then this is different from the information and opinions expressed by SSM as Head of the Makassar City DP3A Planning and Reporting Subdivision. that a good internal organizational structure cannot be separated from 2 important institutional elements, namely: the importance of organizational culture and leadership. It can be seen from the results of the interview with SSM, which said that:

"In my opinion, the formation of a good institutional structure which is expected to run according to its function, cannot be separated from the elements of leadership and organizational culture, because organizational culture is a signpost in achieving the goals of an organization or institution, well, if "DP3A itself, I think, has gone well because we have divided each job with the team, especially in implementing this KLA, who does what, how and why, as well as leadership which is also an important thing in the internal organizational structure" (Interview with SSM on November 16, 2023).

From the results of the interview with the relevant SSM which touched on organizational culture, the researcher can conclude that the presence of organizational culture is an important thing in forming an organizational structure because how can the vision and mission that is formed work well if the organizational culture cannot be implemented, we understand very well that Culture always refers to the values, norms, beliefs, and behaviors adopted and shared by members of an organization. This includes how people interact with each other, how decisions are made, the degree of flexibility or strictness in rules, and how to respond to changes and challenges.

According to Robbins (2007: 6), employee performance is simply a function of the interaction between ability and motivation, but there is still a missing part of this function apart from the intelligence and expertise of an individual, both of which are part of ability. and motivation of each employee, namely opportunity.

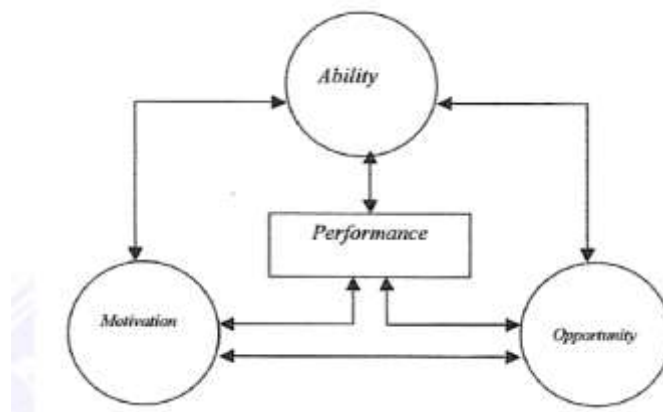


Figure 2. Model of Performance

Seen from the picture above, the relationship between organizational culture and employee performance has a very positive influence on each other. Findings from various studies show that there is a positive and significant correlation between organizational culture and employee performance.

At the operational level, organizational culture aims to improve the performance and satisfaction of organizational members. All organizations have a culture that depends on its strengths. Culture can have a significant influence on the attitudes and behavior of organizational members. People began to learn to depend on and place hope in culture. Culture is considered capable of providing stability and security for them, because they can understand things that are happening in their society and know how to respond to them.

An organizational culture cannot be separated from the creation of major forms of institutional strengthening. A successful organizational culture is the dream of every member of the organization, and pays great attention to the quality and quantity of output produced. In a global crisis like this, it is clearly difficult to hope to achieve maximum profits. Customers will certainly be more careful in purchasing the goods they need.

Recognizing and understanding organizational culture is important because it can impact productivity, employee satisfaction and the organization's ability to achieve their goals. Likewise, leadership has a big role in forming and maintaining organizational culture.

Leadership is important in forming an internal organizational structure because leadership is one of the vital keys to achieving organizational success. All decisions, movements and pace of development require leadership. An important reason why leadership is needed so that a strong team can be built well.

As a discussion and interview with ACS as Head of the Makassar City PPA Service commented that:

"In the DP3A itself, in terms of organizational structure, in terms of leadership, they have carried out their respective roles according to their main duties and functions, for example, for example, there is an agenda that touches on gender, perhaps the head of the women's quality of life sector has direct contact, and vice versa if someone mentions KLA "Perhaps the person who has the right to follow up is the Head of PUHA." (interview with ACS 20 November 2023).

As Head of Service and main stakeholder in the DP3A Institution. ACS believes that leadership is an important foundation in an institution, especially in a DP3A environment led by several stakeholders who are very influential in their respective duties and functions, as explained in the ACS interview, the activities scheduled by each task implementer are in accordance with Areas in direct contact that handle. Because, this is because if it is not in accordance with the hierarchy that runs it, then the goals of an institution will not meet expectations and it will seem slow if it is not implemented properly.

As we understand, leadership is one of the vital keys to achieving organizational success. Every smallest unit in an organization in life certainly requires a leadership function. Whether a company, organization, group, institution or something as small as a family needs a figure who is considered capable of being the captain, because a leader should be able to be a figure who generates all of this, even though there are some assumptions that say that leadership is something that is born. It is not formed, but at least a person's leadership spirit can be cultivated through experience, education or extensive knowledge

Conclusion

Based on the analysis of the explanation from the research results, the internal organizational structure at DP3A has been well formed, as evidenced by Perwali Number 67 of 2022 concerning Position, Organizational Structure, Duties and Functions and Work of the Women's and Children's Empowerment Service stating that the effectiveness of the duties and functions has been running smoothly. OK, the organizational chart structure starting from: Head of Department, Secretary of Service, Several Heads of Sub-Divisions and Heads of Divisions is already within the scope of DP3A.

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