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## UNLOCKING POTENTIAL: GORONTALO'S VISION for CHILD-FRIENDLY URBAN DEVELOPMENT

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### Abstract

*This study aims to determine (1) Implementation of Policies for Organizing Child Friendly Cities in Gorontalo City and (2) Factors that determine the Implementation of Policies for Organizing Child Friendly Cities in Gorontalo City from the aspects of planning, implementation, and evaluation. This research method uses a type of qualitative research, with data collection techniques used are observation, interviews, and documentation. Based on the results of research found in the field that (1) Implementation of Policies for Organizing Child Friendly Cities in Gorontalo City, researchers used three aspects in the Implementation of Policies for Organizing Child Friendly Cities in Gorontalo City, namely planning, implementation, and evaluation. The planning has been going well because of the existence of regional regulations and also the preparation of the Regional Action Plan (RAD). Implementation has been planned clearly and well because with the existence of regional regulations and the establishment of a task force which has been divided into several clusters, each relevant OPD can clearly carry out programs in the context of fulfilling children's rights. The evaluation is carried out systematically by involving several related OPDs which have been divided into several clusters to see how far the programs they have created are in fulfilling children's rights. the benefits of this evaluation will later determine the outcome of each cluster. (2) The factors that determine the implementation of child-friendly city management policies in Gorontalo City are seen from four aspects, namely communication, resources, disposition and bureaucratic structure. communication has been carried out well, with socialization and also coordination meetings. resources are fairly adequate and also the facilities and facilities are quite adequate. the disposition is good enough with technical guidance also held. There is no bureaucratic structure in procuring child-friendly city SOP.*

**Keywords: Implementation Policy; Administration; Child-Friendly City**

### INTRODUCTION

The existence of Child Friendly Cities will contribute to the welfare of children, especially for people who live and settle in an area. Contributions are made, for example, children are able to use free time for cultural activities, and most importantly to obtain their rights such as protection from criminal acts, violence, sexual harassment which can harm children. The Child Friendly Cities Program is a program that aims to increase the awareness and concrete efforts of government officials both in districts/cities and in villages/wards, families, communities, and the business world in an effort to realize regional development that guarantees the fulfillment of children's rights. Then to unite the potential of human

resources, natural resources, sources of funds, facilities, infrastructure and technology that exist in the government, community participation, and business units in the Village/Kelurahan in fulfill children's rights. The purpose of this study is to see how the implementation of the Policy for Implementing Child-Friendly Cities in the City of Gorontalo and the determinant factors that exist in implementing policies for implementing Child-Friendly Cities in the City of Gorontalo.

According to Anderson (Rupu & Isa, 2021), policy is defined as a purposeful direction of action carried out by policy actors in overcoming a problem or related affairs. However, policies must show what is being done rather than what is proposed in several activities on a problem. In addition, Chandler and Plano (Kadji, 2015) also argue that public policy is the strategic use of natural resources and existing resources to solve public or governmental problems. Eyestone (Taufiqurokhman, 2014) defines Public Policy as "the relationship between government units and their environment".

Grindle in (Katili et al., 2023) explains that the task of implementation is to form linkages that facilitate policy objectives to be realized as a result of government activity. According to Tachjan in (Idrus et al., 2020) "Public Policy Implementation, besides being understood as one of the activities of public administration as an institution (bureaucracy) in the public policy process, can be understood as one of the fields of study of public administration because this view directs We believe that any policy product that will be implemented must prioritize an understanding of the public policy, both from a political perspective and from an administrative perspective in a balanced manner. Anderson (Tahir, 2014) states that in implementing a policy four aspects must be considered, namely: (1) Who is involved in the implementation, (2) The nature of the administrative process, (3) Compliance with a policy, and (4 ) The effect or impact of the implementation. In this study, the public policy implementation model proposed by Edward III (Putri, 2014) uses the perspective *down*, 4 (four) variables greatly determine the successful implementation of a policy, namely: communication, resources, disposition, and bureaucratic structure.

The child-friendly city development policy has five clusters and 24 achievement indicators to assess the fulfillment of children's rights in each district/city. These clusters include: (1) Civil rights and freedoms, (2) Family environment and alternative care, (3) Basic health and welfare, (4) Education, use of leisure and cultural activities, and (5) Special protection and including institutional. District/city awards for children are categorized as KLA, Utama, Nindya, Madya, and Primary.

Table 1

**Fulfillment of Clusters and Indicators for Child-Friendly Cities in Gorontalo City**

No.	Cluster	Indicator
1.	Institutional	<ul style="list-style-type: none"> <li>· KLA loss</li> <li>· Institutionalized KLA</li> <li>· Community, Business &amp; Media Engagement</li> </ul>
2.	Civil Rights and Freedoms	<ul style="list-style-type: none"> <li>· Birth Act</li> <li>· Child Appropriate Information</li> <li>· Child Participation</li> </ul>
3.	Alternative Family & Care Environment	<ul style="list-style-type: none"> <li>· Child Marriage</li> <li>· Consultation Institute for Parents/Family</li> <li>· Alternative Care Institutions· PAUD-HI</li> <li>· Child Friendly Infrastructure</li> </ul>
4.	Basic Health & Wellbeing	<ul style="list-style-type: none"> <li>· Childbirth at Health Facilities</li> <li>· Nutrition Prevalence</li> <li>· PMBA</li> <li>· Health Facilities with Child-Friendly Services</li> <li>· Drinking Water and Sanitation</li> <li>· KTR &amp; IPS Cigarettes</li> </ul>
5.	Education, Use of Free Time & Cultural Activities	<ul style="list-style-type: none"> <li>· 12 Year Compulsory Education</li> <li>· Child Friendly School (SRA)</li> <li>· Children's Creativity Center (PKA)</li> </ul>
6.	Special Protection	<ul style="list-style-type: none"> <li>· Victims of Violence &amp; Exploitation· Pornography Victims &amp; Emergency Situations</li> <li>· Disabilities</li> <li>· ABH, Terrorism, Stigma</li> </ul>

*Source: DPPKBP3A City of Gorontalo*

Gorontalo City is one of the developing cities in Gorontalo Province where there has been a lot of progress in various social fields. Not long ago, in 2022, the Government of the City of Gorontalo received a prestigious/pratama award from the central government for their serious efforts in realizing a Child-Friendly City.

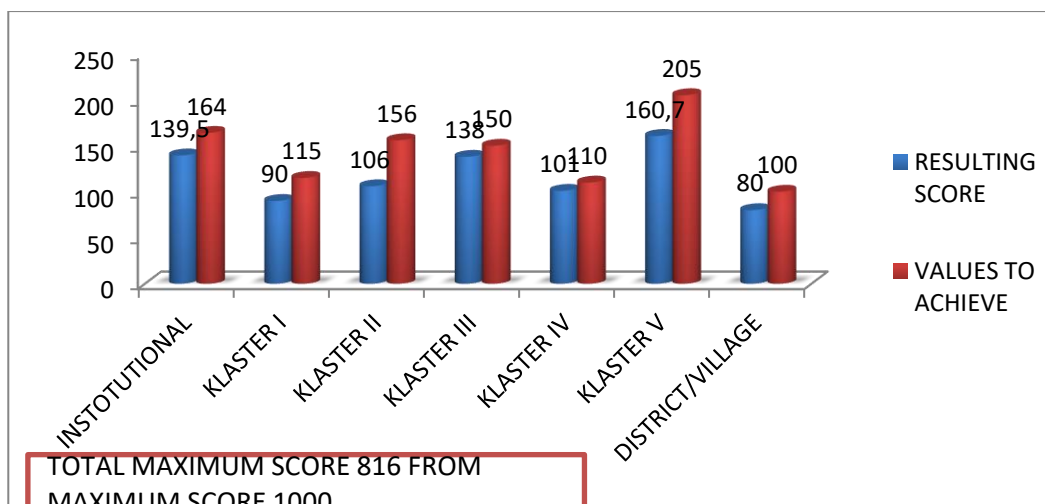
**Table 2**  
**Number of Children by Age Group and Gender in Gorontalo City in 2022**

No.	Age Group (Years)	Gender		Amount
		Woman	Man	
1.	0-4	47.629	49.490	97.119
2.	5-9	45.253	46.765	92.018
3.	10-14	50.142	52.711	102.319
<b>TOTAL</b>				<b>291.456</b>

*Source: Central Bureau of Statistics for Gorontalo City 2022*

More than  $\frac{1}{4}$  of the population of Gorontalo City are children. With such a large number, it is hoped that the Child-Friendly Cities program can assist in fulfilling children's rights by the objectives of the Child-Friendly City itself, namely to build Gorontalo City government initiatives in directing efforts to transform the conversion of children's rights (*Convention on the right of Child*) from the legal framework into definitions, strategies and development interventions in the form of policies, programs, and development activities aimed at fulfilling children's rights, in an area of Gorontalo City.

Affirmative policies and programs implemented by the Gorontalo city government are seen as complying with the standard indicator requirements set by the Indonesian Ministry of Women's Empowerment and Child Protection in fulfilling children's rights. Concentration of effort Realizing child-friendly cities has been seriously carried out by the City Government of Gorontalo since 2016. There are 24 indicators that are annually evaluated by the Indonesian Ministry of Women's Empowerment and Child Protection to see the extent to which policies and programs are aligned with the Gorontalo City Government which reflects the implementation of the five substantive clusters of rights conventions. child. The five clusters in question include: Fulfillment of civil rights and child freedoms, fulfillment of children's rights to health and welfare, fulfillment of children's rights to education, use of free time and cultural activities as well as special protection. some of these clusters have been able to be fulfilled properly as an example, in fulfilling children's civil rights in Gorontalo City, children can get maximum services related to population documents. The same is true with respect to security and education which can be met properly, as well as cross-sectoral policies, programs and budgets issued to the construction of infrastructure and public facilities that always pay attention to children's rights.



**Figure 1 Achievement of the Self-Evaluation Results of the Child-Friendly City of Gorontalo City in 2023**

From the results above, it can be seen that the City of Gorontalo has almost met the expected maximum score. As seen in the Civil Rights and Freedoms Classer, they have made an innovation to accelerate birth registration, ownership of birth certificates and KIA citations, namely by developing D'Mawar as an innovation. D'Mawar is an innovation by the DUKCAPIL Service which was made with the aim of reducing the risk of overflowing service queues and increasing the accuracy of population data, as well as saving time and costs especially for school children who need documents for school needs, the DUKCAPIL Office is doing visits to schools to provide services to children. In addition, this can also be seen in the Education Cluster, Utilization of Free Time & Cultural Activities, namely in dealing with dropouts and 12 year compulsory education, the government is making efforts to collect data *by name by address* for school dropouts, directing school dropouts to attend education at PKBM institutions and course institutions, as well as the government making efforts for school dropouts, one of which is by providing school uniforms to underprivileged families.

From the several positive achievements described above, there are still several problems faced by the Gorontalo City government in fulfilling children's rights, one of which is in fulfilling the rights of children in the special protection cluster, namely in the indicator of violence against children.

**Table 3**  
**Data on Cases of Violence Against Children in the Special Protection Cluster in Gorontalo City for 2021-2022**

No.	Forms of Violence	Year	
		2021	2022
1.	Psychic	4	9
2.	Physique	14	8
3.	sexual	10	19
4.	Exploitation	0	0
5.	Child Custody	4	5
<b>Total</b>		32	41

*Source: DPPKBP3A City of Gorontalo*

Based on table 1.5 above, it can be seen that several types of cases of violence against children in Gorontalo City have experienced some increase. a very significant increase occurred in 2022 in which there were 41 cases. which compared to 2021 only reached 32 cases. This can be interpreted that in accordance with Regional Regulation No. 7 of 2019 concerning the Organization of Child Friendly Cities, it has not been fully maximized. because in Gorontalo City there are still children who get violence which also violates children's rights. So the researcher intends to look again at how the processes carried out by the City Government of Gorontalo, especially the Office of Population Control, Family Planning, Women's Empowerment and Child Protection in the Implementation of a Child-Friendly City which can be seen from the perspective of Planning, Implementation, and Evaluation Through a study entitled "Implementation of Policies for Organizing Child Friendly Cities in Gorontalo City" based on Regional Regulation No. 7 of 2019 concerning Implementation of Child Friendly Cities.

## **METHOD**

This research was conducted using a type of qualitative research. According to Meolong (2017: 6) qualitative research is research that intends to understand the phenomena regarding the Implementation of Policies for Organizing Child Friendly Cities in Gorontalo City experienced by research subjects such as behavior, perceptions, motivations, actions and others holistically and by means of descriptions in form of words and language, in a special natural context by utilizing it as a natural method. Qualitative research emphasizes quality not quantity and the data regarding the Implementation of Child Friendly City Policies in the

City of Gorontalo are collected not from questionnaires but from interviews, direct observations and other related official documents. Qualitative research is also more concerned with the process aspect than the results obtained. This is because the relationship between the parts being studied will be much clearer if observed in the process.

Data analysis in this study was carried out through several stages, namely while in the field and after going to the field, this is called the data analysis process. In analyzing data in the field with data collection must be focused, namely, First Reducing data means summarizing, choosing the main things, focusing on important things, looking for themes and patterns, thus data regarding the Implementation of Policies for Organizing Child Friendly Cities in Cities Gorontalo which has been reduced will provide a clearer picture and make it easier for researchers to carry out further data collection, and look for it if needed. The reduced data is expected to provide a better picture and make it easier for researchers to retrieve other necessary data. The second is the presentation of the data, after the data has been reduced, the next step is to display the data regarding the Implementation of Policies for Organizing Child Friendly Cities in the City of Gorontalo. In qualitative research data presentation can be done in the form of brief descriptions, charts, relationships between categories, *flowchart* and its kind. By displaying data, it will make it easier to understand what is happening, plan work. and the third is conclusion drawing and verification. Conclusions in qualitative research are new findings that have never existed before. Findings can be in the form of a description or description of the Implementation of the Policy for Implementing Child Friendly Cities in Gorontalo City which was previously still dim or dark so that after research it becomes clear, it can be in the form of causal or interactive relationships, hypotheses or theories.

## **RESULTS AND DISCUSSION**

### **Implementation of Policies for Organizing Child Friendly Cities in Gorontalo City**

Policy Implementation in the process can be interpreted differently depending on the nature of the policy to be implemented. Many decisions are different and can show the characteristics, structures, and relationships between factors that can influence policy implementation so that the implementation process will be affected and will also experience differences. At the stage of implementing the policy, the implementer has an important role in implementing each indicator to be implemented. In the results of this study the researcher aims to describe how the Policy for Implementing Child Friendly Cities in the City of

Gorontalo is based on Regional Regulation No. 7 of 2019 concerning the Implementation of Child Friendly Cities by paying attention to all stages in its implementation, namely in the form of planning, implementation and evaluation.

### **A. Planning**

Planning is the initial stage to determine what the Gorontalo City government wants to implement and achieve in implementing the Policy for Implementing Child Friendly Cities in Gorontalo City. According to Sarina and Mardalena in (Aneta & Abdussamad, n.d.) Planning is a way of thinking about social and economic issues, especially future-oriented, developing with the relationship between goals and collective decisions and pursuing policies and programs. Besides that, planning is also a process of determining the goals to be achieved in the future and determining strategies to achieve these goals (Shuhua in (Moizin, 2020)). Planning also has a very important potential in an organization in decision making, maturity and mistakes in planning can have a positive and negative influence in the future. so that the planning that is made must always think about the impact both in the short term and the long term.

Based on observations made by researchers in the field, that the planning process carried out is good enough in carrying out Policy Implementation of Child Friendly Cities in Gorontalo City, namely because it began with the Regulation of the Minister of Women's Empowerment and Child Protection of the Republic of Indonesia No. 11 of 2011 concerning Policy for Development of Child-Friendly Regencies/Cities, which then led to the issuance of Gorontalo City Regional Regulation No. 7 of 2019 concerning Implementation of a Child Friendly City which in its planning consists of preparing a regional action plan (RAD). To accelerate the implementation of this child-friendly city policy, the task force implements the policies, programs and activities contained in the Regional Action Plan for Child-friendly Cities. However, the researchers found that the preparation of the Regional Action Plan regarding Child Friendly Cities had not been fully completed and was still in the drafting stage.

### **B. Implementation**

In implementing a policy process, of course, it will not be effective if the implementation is not good. This implementation is also an activity or activities that encourage or move a person or group of people to want to try to achieve the goals and objectives that have been previously set. the quality of input or implementation policy goals is an action that must be realized from a plan. According to Tjokroadmudjoyo in (Moizin,



2020) says that implementation is a process in the form of a series of activities, namely starting from a policy to achieve a goal, the policy is derived in a program or project.

Based on the observations of researchers in the field on the process of implementing the Policy for Implementing Child Friendly Cities in the City of Gorontalo, that the entire series of processes for implementing Child Friendly Cities has been handed over to all relevant OPDs which are divided into several clusters including, Civil Rights and Freedoms, Family Environment & Alternative care, Basic Health and Wellbeing, Education, Use of Leisure & Cultural Activities, and Special Protection. Each of these clusters has been divided into each related OPD. which later the implementation of each cluster that has been divided can carry out the implementation based on their respective duties and functions in this case to fulfill children's rights

### **C. Evaluation**

Evaluation is the last part or stage of a public policy. in other words, a public policy cannot be dismissed, but must be monitored and one such monitoring mechanism is referred to as "Policy Evaluation". Policy Evaluation itself is carried out to assess the extent to which the effectiveness of public policies is to be accountable to its constituents. In addition, evaluation is needed to see the gap between expectations and reality and to look for deficiencies as well as to cover deficiencies. According to Kadji in (Karim Rahman et al., 2023) Evaluation is an assessment of steps towards continuous improvement in policy implementation.

Based on the observations of researchers in the field, the evaluation process carried out in the Implementation of the Policy for Implementing Child Friendly Cities in the City of Gorontalo is carried out by holding a temporary evaluation meeting, although later the final results of the evaluation will be conveyed by the Ministry of PPPA. the evaluation meeting was also held to discuss the programs that had been carried out by each OPD in each cluster. DPPKBP3A as secretary of the Task Force has the task of collecting data that OPD has done in fulfilling their program in this Child Friendly City.

### **Factors Determining the Implementation of Policies for Organizing Child Friendly Cities in Gorontalo City**

Research on the Implementation of Policies for Implementing Child Friendly Cities in Gorontalo City is inseparable from several supporting factors that can determine the success of implementation, as stated by Edward III in (Kadji, 2015) which offers and considers four factors in implementing public policies namely, Communication, Resources Power, Disposition/Attitude of Implementers, and Bureaucratic Structure. The following is the result

of the discussion regarding factors related to the implementation of child-friendly cities based on sub-focus:

### **1. Communication**

According to Edward III in (Kadji, 2015) said that policy implementation can run effectively, if those who are responsible for implementing the policy know what to do. Orders to implement policies must be handed over clearly, accurately, and consistently to the people who are actually able to carry them out. If the messages and policy orders given by policy makers are unclear and unspecified, then it is likely that misunderstandings will occur at the level of policy implementers. designated. It is at this level that the communication factor plays an important role so that policy implementers know exactly what they are going to do.

The results of observations by researchers in the field regarding communication in the Implementation of Policies for Child Friendly Cities in Gorontalo City show that the communication that has been carried out is good because the government always holds coordination meetings such as musrenbang which are accompanied by outreach carried out in each sub-district, in addition to communication also done by using the mass media or from the official website of the government. However, on the other hand, the community is still not quite satisfied with the form of communication that the government is carrying out because socialization is also carried out only a few times a year. the researcher also found the fact that the socialization or coordination meetings that have been held in recent years have rarely been held due to inadequate budget constraints, the community also hopes that the government will continue the socialization so that it can make the community more aware of the goals of the city deserves this kid.

### **2. Resources**

With respect to the resource factor Edward III in (Kadji, 2015) explains that important resources include the right staff with the required expertise, sufficient and relevant information on how to implement the policy and adjustments to anyone involved in implementing the policy, authority to ensure that this policy is carried out with specific aims and objectives, and various facilities (including buildings, equipment, land and supplies) in it for the benefit of public services. the resource factor does not only cover the number of human resources or apparatus alone but also includes the ability of human resources to support the implementation of the policy (capacity and motivation). this explains that adequate and qualified resources will produce performance in the implementation of

appropriate and effective policies.

The results of observations made by researchers in the field regarding resources in the Implementation of Policies for Implementing Child-Friendly Cities in Gorontalo City show that, First, the human resources are sufficient enough to carry out this child-friendly city program. as has been prepared in the Task Force Decree where human resources have been distributed to several OPDs of related agencies which they also work with several partners in this case to carry out the fulfillment of children's rights. secondly, in terms of facilities or infrastructure it has also been quite sufficient in each agency, for example in (DPPKBP3A) they provide a separate room which is made as a children's playroom, while in one village that has provided a mini library/reading room which they provide at the village office so that it can meet children's needs Apart from that, in order to meet the needs of children, the government also provides a counseling institution for families and children, namely Puspaga. and third, in terms of the budget it is still not very adequate so that it can be said that there are still several programs in several clusters that have not been fulfilled.

### **3. Executor's Disposition/Attitude**

Edward III in (Kadji, 2015) explains that the Executor's Attitude is the third important factor in the process of implementing public policy. If policy implementation is expected to be effective, then policy implementers not only know what to do and have the capability to implement it, but they must also have the desire and a positive attitude towards implementing the policy. Most implementers use as much authority as possible in implementing a policy. One of the reasons for this is due to their independence of existence from policy makers. Another reason is the complexity of the problem of the policy itself. Even though other ways in which implementers use their authority depend on the tendency of their attitude towards these policies, in the end it is their attitude that will influence their perspective on the policy and how they see the policy having an impact on their individual and organizational interests.

The results of observations made by researchers in the field regarding the Disposition/Attitude of Executors in the Implementation of Policies for Implementing Child Friendly Cities in Gorontalo City show that the attitude of the implementer is very influential in carrying out a policy, especially in this case the government must carry out obligations in fulfilling children's rights. . The attitude of the executors in running the child-friendly city program may have been considered good. The policy implementers were enthusiastic in carrying out the program because with the Gorontalo City Regional Regulation No. 7 of 2019 concerning the Implementation of Child-Friendly Cities which requires implementers to have

the capability to implement it, As Edward III also said (in Kadji, 2015: 67). The attitude of the executor is very important because the implementer must provide a clear understanding to the community, especially to children which is an important part of this program. However, the researcher still found a lack of some understanding of the community, even here the researcher could conclude that the attitude or method of delivery of the executor was very important, especially to the people who were the main target in this child-friendly city program. Therefore, the attitude of this executor must be good by conveying it to the community clearly in accordance with work commitments so that a good work program can be implemented.

#### **4. Bureaucratic Structure**

Edward III in (Kadji, 2015) says that although the resources in order to implement the policy are sufficient and the implementers know what must be done and are willing to carry it out, sometimes the policy implementation process is still hampered by the inefficiency of the bureaucratic structure. Organizational fragmentation can hinder the coordination necessary for the successful implementation of a policy. On the other hand, policy implementation requires cooperation involving many people. This causes the wastage of scarce resources, closes opportunities, creates confusion, leads policies to cross objectives, and causes important functions to be forgotten.

The results of observations made by researchers in the field regarding Bureaucratic Structure in the Implementation of Policies for Organizing Child-Friendly Cities in Gorontalo City show that the implementation of child-friendly cities has been divided based on the duties and authorities of each existing cluster. which can be seen that the division of authority from each of them already exists in the Task Force Decree and is already based on the duties and functions of each OPD. The researcher also found that there was no implementation of the SOP regarding the decent city program at DPPKBP3A, because this child friendly city was only a program given by the Ministry of PPPA to DPPKBP3A directly which only sent down a letter to run the program which would then be reviewed and distributed to each -each existing cluster. The SOP will also be implemented in several of these clusters. so for the SOP for child-friendly cities in DPPKBP3A there is no written SOP.

#### **CONCLUSIONS**

In the process of implementing the Policies for Implementing Child Friendly Cities in the City of Gorontalo, based on the results of the research and discussion, the researchers found that: Planning, Implementation in the Process of Implementing the City Management

Policies Suitable for Children is already going well because with the Gorontalo City Regional Regulation No. 7 of 2019 concerning Implementation of Child Friendly Cities and also the preparation of Regional Action Plans (RAD) can make the government more optimal in developing Child Friendly Cities. In addition, evaluations are carried out systematically by involving several related OPDs which have been divided into several clusters to see how far the programs they have made are in fulfilling children's rights.

The Factors That Determine the Implementation of the Policy for Organizing Child Friendly Cities in the City of Gorontalo, namely: Communication is carried out through socialization and also coordination meetings conducted by the government can make the communication process reach the community, the resources are quite good in terms of human resources it is already fairly adequate and also the facilities and facilities are quite adequate. It's just that there are a number of programs that may not have been realized due to limited resources, namely regarding the amount of the existing budget, the Disposition/Attitude of the Executor. respectively. However, there are a number of things that must be considered, namely the manner or attitude of the executor in conveying to the community must be even clearer so that the community understands exactly what is the purpose of this child-friendly city. The bureaucratic structure has been carried out in accordance with their respective duties and authorities. However, in this case, especially in procuring child-friendly city SOPs, there is no such thing as yet. But SOP can be seen from each of the existing clusters because they are running the program in the field.

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