

**CAPACITY DEVELOPMENT IN REALIZING CHILD-FRIENDLY  
REGENCY AT THE POPULATION CONTROL, FAMILY PLANNING,  
WOMAN EMPOWERMENT, AND CHILD PROTECTION AGENCY OF  
SERDANG BEDAGAI REGENCY**

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**ABSTRACT**

The indicators of organizational capacity development, proposed by Leavitt indicate some problems in the capacities of physical resource and operational process. Therefore, it is necessary to have organizational capacity development. The objective of the research is to describe and analyse some steps in developing capacity at the Population Control, Family Planning, Woman Empowerment, and Child Protection Agency, Serdang Bedagai Regency, in realizing a Child-Friendly Regency. The research employs qualitative analytic method. The result of the research shows that organizational capacity development needs the dimension of physical resource capacity. Based on organizational structure indicator, a lot of workloads are not balanced by the number of personnel. Consequently, the employees in the section on woman's protection, child protection, and the fulfilment of child rights sometimes need help from the other sections in carrying out the policy of child-friendly regency/municipality. Based on the finance indicator, it seems that there is no budget allocation which causes some obstacles in some programs of child-friendly regency/municipality. Based in the indicator of regulation, there is no regional regulation concerning child protection which leads to a high violation rate in children.

**Keywords:** *Capacity Development, Child-Friendly Regency, Social Justice in Fulfilling Child Rights, Child Protection*

**A. INTRODUCTION**

Capacity development is defined as a concept related to the ability of an organization or institution to achieve its goals effectively, efficiently and sustainably (Grindle, 1997). Local government capacity is defined as the ability of local governments to form policies, laws and regulations related to environmental policies (Kumara, Supeno, & Wardiyanto, 2022). Capacity development is very

important for the government in realizing a child-friendly regency because it can help improve the government's ability to design and implement policies and programs that focus on child welfare. Development of organizational capacity is needed in the aspects of physical resource development, operational process development, and human resource development (Leavitt, 1983).

The high rate of violence that occurs against children has caused issues related to the protection of children's rights to become the international spotlight. Indonesia is still a country that is not friendly to children. This is shown by the 2021 End of Childhood Index Ranking where Indonesia ranks 117th out of 186 countries in the world as a country that protects children's rights (Save the Children, 2021).

The concept of child-friendly regencies in Indonesia was first introduced by the Ministry of Women's Empowerment in 2005. Serdang Bedagai Regency began implementing the policy of developing Child-Friendly Regencies in 2011. In its implementation, the Regional Government of Serdang Bedagai Regency has received national awards several times for Child-Friendly Regencies. (*KLA*) primary category. Finally, in 2022, Serdang Bedagai Regency again received the Child Friendly Regency (*KLA*) award and experienced an increase in the Middle category.

The success of Serdang Bedagai Regency in receiving several Child Friendly Regency awards apparently still leaves behind a number of problems for children in Serdang Bedagai Regency, especially in terms of government organizational capacity, such as the high rate of child violence in Serdang Bedagai Regency. The Sergai Police recorded that there were at least two to four cases of sexual crimes reported by victims to the Sergai Police every month (Tribun Medan, 2022). This is due to the poor regulatory capacity of the The Population Control, Family Planning, Woman Empowerment, And Child Protection Agency Of Serdang Bedagai Regency. The existence of Regional Regulations that regulate Child Friendly Regencies is very important because they are more binding and relate to operational activities, especially those relating to the application of sanctions for perpetrators of violence against children.

**Tabel 1. Comparison Between the Number of Schools and Child-Friendly Schools in Serdang Bedagai Regency in 2023**

No	Level of education	Number of Schools	Child-Friendly Schools
1	Kindergarten	527	112
2	Elementary School	513	143
3	Junior High School	159	77
4	Senior High School	112	5
Total		1311	337

Source: Processed by researchers

In an effort to realize the Child Friendly Regency development policy, there are indicators which serve as reference variables to measure the implementation of the fulfilment of children's rights in the regions. The Child Friendly Regency indicators consist of 6 institutional indicators and 25 substance indicators. One of the substance indicators is substantial indicators of child-friendly schools. The data above shows indicators of the substance of child-friendly schools are not yet running optimally because in terms of quantity the number of child-friendly schools in Serdang Bedagai Regency is very small. There are only around 25.71% of Child-Friendly Schools in Serdang Bedagai Regency. This shows that there is a physical capacity problem in the Population Control, Family Planning, Woman Empowerment, and Child Protection Agency of Serdang Bedagai Regency.

Based on the results of pre-research conducted by researchers, it was also found that other child-friendly district/city indicators have not been met, namely indicators for attracting child labor and indicators for sustainable care programs. As was also confirmed directly by the Head of The Population Control, Family Planning, Woman Empowerment, And Child Protection Agency Of Serdang Bedagai Regency, the reason for the non-fulfilment of these substance indicators was due to the lack of human resource capacity at the Population Control, Family Planning, Women's Empowerment and Child Protection Service in collecting data on the number of child workers. Data collection on the number of child laborers is very important to find out how widespread and serious the problem of child labor is in Serdang Bedagai Regency. Without accurate data, it is difficult to determine the extent of the problem and the best way to overcome it.

Meanwhile, indicators for sustainable child care programs are not being implemented in Serdang Bedagai Regency due to budget limitations. This indicator is not implemented, indicating that there is a physical resource capacity problem at The Population Control, Family Planning, Woman Empowerment, and Child Protection Agency of Serdang Bedagai Regency. Sustainable care programs are important so that children receive the care and education they need to grow and develop in a healthy and positive manner.

The various problems that exist in the Child Friendly Regency indicators above show that the Child Friendly Regency policy has not been running optimally in Serdang Bedagai Regency. This problem is caused by the bad capacity of the Population Control, Family Planning, Woman Empowerment, and Child Protection Agency of Serdang Bedagai Regency, including the capacity of physical resources, operational resources and human resources. To face some of these problems, it is necessary to develop organizational capacity by local governments.

## **B. LITERATURE REVIEW**

### **Capacity Building**

Capacity development is defined as the ability and actions to strengthen an organization's ability to achieve its vision in order to maintain the existence of the organization. The end result of capacity development is increased organizational health and overall effectiveness, resulting in increased impact and results (Haryono, Sumartono, Zauhar, & Supriyono, 2012). The concept of capacity

development in the public sector emerged because of the need to improve the quality of public services provided to the community. Organizational capacity development is very important to improve the performance of local government organizations. As a state institution responsible for providing public services, the government is required to have quality resources and be able to face complex and dynamic challenges.

Leavitt categorizes the basic types of organizational capacity development into 3 types of capacity needed by organizations in order to achieve organizational programs (Leavitt, 1983), namely:

1. Physical resource capacity is the infrastructure capability required by an organization in order to achieve organizational goals. Physical resource capacity includes several aspects, such as organizational structure, finances, legal instruments and infrastructure. Organizational structure is very necessary in organizations because it plays a role in regulating relationships between work units, as well as dividing and coordinating tasks and authority more effectively. This is very important so that organizational members can clearly understand the flow of performance relationships. Starting from the limits of responsibility for each position to the right time, method and people to collaborate to facilitate performance implementation.
2. Operational process capacity is an important point in achieving organizational success because operational process capacity becomes a standard reference for all personnel in working and providing community services that meet standards. Operational process capacity includes work procedures, work culture, and organizational leadership. In public service organizations, standard operational procedures must be clear, transparent, and well socialized by the organization to the public. For the community, having standard operational procedures is very important because apart from providing information to the community regarding service standards, the community will also know what service stages they will go through during the service process. This is also to avoid misunderstandings or suspicions from the public regarding the organization's performance.
3. The capacity of human resources in an organization greatly determines the quality of the organization which will have an impact on the organization's ability to achieve goals. Therefore, efforts to improve HR capabilities and skills are very necessary so that organizational goals can be more easily achieved. Human resource capacity includes employee knowledge, skills, behaviour and employee work ethics.

### **Child-Friendly Regency**

The Child Friendly Regency/City Initiative is a universal initiative and includes the most comprehensive protection of children's rights and interests through policy changes. When implementing these initiatives, local governments have applied their own understanding of the idea of "child-friendly" policies and focused on different categories of children's rights according to their country's geographical, cultural and political context. Development of Child Friendly Regencies can be seen as the implementation of social policy innovations aimed at creating a better society for children's development. In addition, the Child

Friendly Regency/City initiative supports city governments to help promote children's rights at the local level. This includes helping children have a good start in life, allowing them to grow up healthy and cared for, protecting them from violence and abuse, and encouraging opportunities for children to express their opinions to influence their families, communities, and city life (Nan, 2020).

Building a Regency Friendly for Children must be synonymous with implementing the Convention on the Rights of the Child in the local environment. There are nine principles based on international standards in building child-friendly cities, namely: child participation, child-friendly legal framework, child rights strategy throughout the city, child rights coordination unit or mechanism, child impact assessment and evaluation, children's budget, children's report cities, making children's rights known, and independent advocacy for children (Nam & Nam, 2018).

### **Social Justice in Fulfilling Child Rights**

Social justice has at least three important targets (Chang, 2002), namely:

1. Social justice concerns the economic welfare of social groups. Fair and equitable distribution for community members is a form of social justice in society;
2. Social justice demands a fair and balanced distribution of a nation's wealth among different social classes. The existence of poverty, squalor and inequality is a "sin" against the social condition of society;
3. Social justice is part of the obligations of nations in their relations with other nations. Social justice binds and involves countries that are economically advanced to help poor and undeveloped countries so that these nations can live properly as human beings.

Social justice in fulfilling children's rights is ensuring that every child receives equality in rights and opportunities. This includes the right to life, to health and education, not to experience discrimination, and protection from violence or exploitation. In this context, social justice means that every child has the same right to gain access to quality education and health services, regardless of social, economic status or other factors. The state also plays an important role in ensuring that children's rights are fulfilled, by providing necessary services such as health services, education, protecting children from violence, and providing safe public facilities. In social justice, society is also expected to provide support and protection for children in need, including supporting children's rights and fighting for justice for them.

### **C. METHOD**

The research method used is a qualitative research method with a case study research design. Case study research is research that focuses on exploring an object of social problems with the aim of obtaining a complete and in-depth description of an entity (Abdussamad, 2021, p. 90). Researchers used a purposive sampling technique in determining research informants. The purposive sampling technique was used so that data collection met the needs of researchers and determined informants who really mastered information related to capacity building in realizing Child-Friendly Regency at the Population Control, Family

Planning, Woman Empowerment and Child Protection Agency of Serdang Bedagai Regency through strengthening the dimensions of physical resource capacity development; operational process capacity; as well as human resource capacity.

Data collection techniques carried out by observation, interviews, and documentation. After the data is collected, qualitative data analysis will be carried out by presenting the data which begins with examining all the collected data, compiling it in units which are then categorized at the next stage and checking the validity and interpreting it with analysis with the researcher's reasoning ability to make research conclusions (Moleong, 2017, p. 247). To ensure complete data or information and measure its validity and high reliability, triangulation will be carried out. Triangulation is a combination or combination of various methods used to examine interrelated phenomena from different points of view and perspectives (Denzin & Lincoln, 2017). Triangulation was carried out by triangulation of methods, data sources, and theory triangulation.

#### **D. EXPLANATION**

##### **Physical Resource Capacity Development**

The capacity of the organizational structure determines the success of achieving organizational goals. A structure that is designed in accordance with the function, workload and authority possessed plays a significant role in the effectiveness of the implementation of organizational tasks and functions. Referring to the *Peraturan Bupati Serdang Bedagai Nomor 38 Tahun 2016*, child-friendly regency policies are the responsibility of the areas of Protection of Women's Rights, Special Protection of Children and Fulfillment of Children's Rights at Department of Family Planning Population Control, Women's Empowerment and Child Protection, Serdang Bedagai Regency. However, due to the limited quantity of human resources available, the implementation of child-friendly regency policies is sometimes assisted by other areas at Department of Family Planning Population Control, Women's Empowerment and Child Protection, Serdang Bedagai Regency. This can certainly affect the capacity of the Serdang Bedagai Regency Population Control, Family Planning, Women's Empowerment and Child Protection Service in developing a child-friendly regency.

The availability of financial resources is a factor that greatly determines the success of an organization in achieving the implementation of its duties and functions. There are no operational funds budgeted for the Population Control Service, Family Planning, Women's Empowerment and Child Protection, Serdang Bedagai Regency. However, these funds are allocated to other OPDs in order to fulfill children's basic rights and needs, such as the Education Service so that children can easily access education, then the Health Service so that children can get free medical treatment, the PUPR Service for building latrines, and the Dukcapil Service for issuing children's birth certificates.

Legal certainty and regulatory clarity are factors that greatly determine an organization's success in achieving the implementation of its vision and mission. The *Peraturan Bupati Serdang Bedagai Nomor 19 Tahun 2018* is the legal basis

for the Child Friendly Regency Policy. The regulation emphasizes that local governments take the initiative to realize development by mainstreaming children's rights through integrating child welfare and protection programs into village/sub-regency, sub-regency and regional development programs that are responsive to children's needs.

The availability of facilities and infrastructure is also a factor that is no less important in achieving the effective and efficient implementation of organizational tasks and functions. Complete and adequate facilities and infrastructure are starting to be supported by comfortable work spaces, employees are also supported by mobile car facilities. With facilities like that, it seems there will be no obstacles in supporting the regency's child-friendly policies.



**Figure 1. Child Protection Car's Population Control, Family Planning, Women's Empowerment and Child Protection Agency Of Serdang Bedagai Regency**

(Source: Researcher documentation, 2023)

Overall physical capacity, the Population Control Service, Family Planning, Women's Empowerment and Child Protection, Serdang Bedagai Regency has not been running well, especially in terms of infrastructure, finances and regulations. Although in terms of capacity, facilities and infrastructure are quite good. If the three dimensions do not work well, then the dimension of facilities and infrastructure capacity will also have a negative impact, because the four dimensions are an important unit and must be owned by the Population Control Service, Family Planning, Women's Empowerment and Child Protection, Serdang Bedagai Regency. Therefore, it is necessary to strengthen physical resources in this capacity dimension so that the physical resource capacity of the Population Control Service, Family Planning, Women's Empowerment and Child Protection, Serdang Bedagai Regency can create a child-friendly regency.

#### **Operational Process Capacity Development**

The successful implementation of organizational duties and functions is largely determined by the availability of operational process documents for each type of service and activity stage which can serve as a guide for each employee to carry out their daily duties. The Serdang Bedagai Regent's Decree regarding the Child Friendly Regency Task Force is a guideline and working procedure in the child friendly regency policy. A child-friendly regency task force was formed to

determine the tasks of the task force members as well as to coordinate between child-friendly regency policies implementers.

The successful implementation of organizational duties and functions is largely determined by positive habits that develop as a result of interactions between employees, and between leaders and employees. An effective work culture will create good working relationships and communication between employees so that coordination of the implementation of tasks and functions will be easy to carry out. The existence of the Regent's Decree regarding the task force makes it easier for the Population Control Service, Family Planning, Women's Empowerment and Child Protection, Serdang Bedagai Regency as the secretariat in the Child Friendly Regency.



**Figure 2. Serdang Bedagai Regency Receives Middle Level Child Friendly Regency Award From Ministry of Women's Empowerment and Child Protection of the Republic of Indonesia**  
(Source: Researcher documentation, 2023)

Leadership capacity is a leader's ability to lead, direct and manage an organization or team effectively and efficiently. Achievement is one measure of a leader's success. The success of Serdang Bedagai Regency in getting the regency award worthy of middle level children cannot be separated from the leadership of both the head of the department and the Regent. Because without direction from leadership, work organization will be difficult to map and organizational goals will be difficult to achieve.

### **Human Resource Capacity Development**

Human resources for officials who have sufficient competence and knowledge of the duties and functions of the organization are very important in providing and delivering quality public services to every stakeholder. The knowledge capacity of the employees of the Population Control, Family Planning, Women's Empowerment and Child Protection Service of Serdang Bedagai Regency is very good towards *KLA* because they have a good educational background.



Developing human resource skills must be a priority for the Department of Population Control, Family Planning, Women's Empowerment and Child Protection, Serdang Bedagai Regency, because excellent quality human resources will be able to encourage optimal organizational performance. The skills of the employees of the Population Control, Family Planning, Women's Empowerment and Child Protection Service in Serdang Bedagai Regency are quite good. This can be seen from their ability to coordinate with other OPDs to work together in a child-friendly regency.

The capacity and quality of an employee is not only determined by the knowledge and skills in carrying out the tasks and workload assigned to him. The behavior and work ethics of the employees of the Population Control, Family Planning, Women's Empowerment and Child Protection Service in Serdang Bedagai Regency are quite good. This is proven by the high responsiveness of other OPDs regarding child-friendly regency policies.

### **Capacity Development for Social Justice Fulfillment of Children's Rights in Serdang Bedagai Regency**

Development of government organizational capacity and social justice in fulfilling children's rights are closely related to efforts to create a child-friendly regency. These two concepts support each other in creating a safe and comfortable environment for children. Developing adequate capacity of the Serdang Bedagai Regency Population Control, Family Planning, Women's Empowerment and Child Protection Service will enable the government to be more effective in fulfilling children's rights, such as the right to education, health and protection from violence.



**Figure 3. Cocoon House for the Nation's Children**  
(Source: Researcher documentation, 2023)

A suitable environment for children is an environment that can help children's growth and development. Learning while playing is very important for children's development. Through play, children can develop social, cognitive, motor and emotional skills that are very important for their future. Apart from that, learning while playing can also increase children's self-confidence and motivation in learning. Therefore, it is important for the government to facilitate

children learning while playing, such as educational games, story books, interactive toys and other creative activities. In realizing a child-friendly regency, local governments must meet the indicators for creative and recreational activity facilities that are child-friendly. The Serdang Bedagai Regency Government has made efforts to provide several places for children's creative and recreational activities, such as a children's healthy park and a cocoon house for the nation's children. It is hoped that the availability of these facilities will provide a place for children to be able to learn in a fun way and build a strong foundation for their future.

Apart from that, capacity development helps policy stakeholders in child-friendly regencies to better understand children's rights and how to protect children from violence. With adequate knowledge and skills, stakeholders can carry out their duties effectively and efficiently in protecting children's rights. Capacity building also increases community participation to be more aware of the importance of children's rights and fight for their rights. In this case, developing the capacity of the Department of Population Control, Family Planning, Women's Empowerment and Child Protection, Serdang Bedagai Regency can be a means of achieving social justice, fulfilling children's rights.

This research shows that to overcome various problems in realizing a child-friendly regency that arise in the dimensions of physical resources, operational resources, human resources, it is not enough to simply develop organizational capacity, in this case capacity development at Department of Population Control, Family Planning, Women's Empowerment and Child Protection, Serdang Bedagai Regency. The child-friendly regency policy is complex policies that require the role of various stakeholders, both government, private sector and society. Capacity development will only improve problems in realizing a child-friendly regency from a government organizational perspective. Therefore, the concept of social justice is needed to make Serdang Bedagai regency a child-friendly regency. Social justice, fulfilling children's rights, is the basis for developing government capacity. In this case, the main target of the child-friendly regency policy is children. Therefore, it is important to know the perspective of children and parents regarding what are important needs for children so that the place they live in is suitable for them to grow and develop well, receive a decent education, and be protected from all forms of violence.

## **E. CONCLUSION**

Based on the results of research conducted by researchers, it can be concluded that:

1. Physical resource capacity development is generally poor. Of the four indicators that serve as benchmarks for assessing physical resource capacity, namely organizational structure capacity, financial capacity, regulatory capacity, and facility and infrastructure capacity, only one indicator can be said to be quite good, namely facility and infrastructure capacity. Qualified physical resources will enable organizations to optimize existing resources to create a child-friendly regency. Therefore, it is necessary to take initiatives and concrete steps to develop physical resource capacity, such as increasing

network capacity and linkages with other parties who are able to make a contribution, such as in the concept of Corporate Social Responsibility (CSR) in the child-friendly regency policy.

2. Development of operational process capacity (management) is generally good. All indicators related to developing operational process capacity, namely work procedure capacity, work culture capacity and leadership capacity can be said to be quite good. Capacity development of operational resources can be carried out by preparing a child-friendly regency action plan that contains concrete steps to protect children's rights and create a suitable environment for children in Serdang Bedagai regency. This regional action plan must be based on accurate data and information about the condition of children in the regency, and involve active participation from various parties such as the government, community, NGOs, and others. Child-friendly regency action plans must always be updated and evaluated regularly so that they can continue to adapt to changing social, economic and political conditions in the regency.
3. Development of human resource capacity at the Population Control, Family Planning, Women's Empowerment and Child Protection Service, Serdang Bedagai Regency, which can be said to be good from indicators of developing employee knowledge capacity, employee skills, and work behavior and ethics. Human resource capacity development must still be carried out on an ongoing basis, such as conducting comparative studies to areas that are child-friendly regency/city pilot projects in order to improve knowledge, skills and work ethic behavior.
4. Capacity development and social justice in fulfilling children's rights are very important in efforts to create a child-friendly regency in Serdang Bedagai Regency. These two concepts support each other in creating a safe and comfortable environment for children. Therefore, good and continuous capacity development efforts are needed at the Population Control Service, Family Planning, Women's Empowerment and Child Protection, Serdang Bedagai Regency, as well as efforts to realize equitable and comprehensive justice for children's rights to protect children's rights optimally.

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