



IMPLEMENTATION OF WOMEN AND CHILD PROTECTION POLICY: A STUDY ON THE PERFORMANCE EVALUATION OF CIVIL SERVANTS AT THE OFFICE OF WOMEN EMPOWERMENT, CHILD PROTECTION AND FAMILY PLANNING OF NORTH SUMATRA PROVINCE

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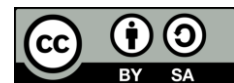
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ABSTRACT

This study aims to analyze the implementation of women and child protection policies through the evaluation of the performance of Civil Servants (ASN) at the Office of Women Empowerment, Child Protection and Family Planning of North Sumatra Province, as well as to identify supporting and inhibiting factors both from within (internal) and outside (external) the organization that are suspected to influence the performance achievements of ASN. In addition, the evaluation of ASN performance specifically in the context of this program has not been conducted comprehensively, thus requiring a more in-depth study. This research uses a qualitative descriptive approach. Data collection techniques were carried out through interviews, observation, and documentation. The analysis of ASN performance refers to performance indicators according to Agus Dwiyanto, which include productivity, service quality, responsiveness, responsibility, and accountability [1]. The results show that the policy implementation has generally been carried out, but it has not been optimal. Several obstacles identified include limited human resources, coordination constraints, and uneven program socialization. Supporting factors include regulatory support, institutional commitment, and cross-sector collaboration. Therefore, strengthening human resource capacity, improving inter-agency coordination, and optimizing program socialization are needed so that the implementation of women and child protection policies can run more effectively.

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1. INTRODUCTION

The implementation of public policy is a crucial stage in the policy cycle because it determines the extent to which policy objectives can be realized in governmental practice. Policies on the protection of women and children have become strategic issues in national development, considering that women and children remain vulnerable to various forms of violence, discrimination, and rights violations. In this context, regional governments through the Office of Women's Empowerment, Child Protection, and Family Planning (P3AKB) play an important role in ensuring that policies are implemented effectively and provide tangible benefits to the community.

The performance of State Civil Apparatus (ASN) is a determining factor in the success of policy implementation. According to Agus Dwiyanto (2006), public bureaucracy performance can be measured through five main indicators: productivity, service quality, responsiveness, responsibility, and accountability [1]. Productivity relates to the ability of the apparatus to produce service outputs effectively and efficiently. Service quality reflects the level of public satisfaction with the services provided. Responsiveness indicates the organization's ability to recognize community needs. Responsibility relates to the conformity of task implementation with administrative provisions and applicable regulations. Meanwhile, accountability emphasizes performance responsibility to the public. These five indicators are relevant for evaluating ASN performance in the implementation of women and child protection programs.

Conceptually, policy implementation is influenced by various internal and external organizational factors. Internal factors include human resource capacity, organizational structure, leadership, and the availability of facilities and infrastructure. External factors include regulatory support, cross-sectoral coordination, community participation, and social environmental dynamics. The presence of these supporting and inhibiting factors is suspected to influence the performance achievements of ASN in implementing women and child protection programs. However, ASN performance evaluation specifically in the context of this program has not yet been conducted comprehensively, thus requiring deeper empirical study.

From the regulatory perspective, the state's commitment to protecting women and children has been affirmed in various laws and regulations. Law Number 23 of 2002 concerning Child Protection, as amended by Law Number 35 of 2014, emphasizes the obligation of the government and regional governments to guarantee the fulfillment of children's rights and provide special protection [2]. In addition, Law Number 23 of 2004 concerning the Elimination of Domestic Violence strengthens efforts to protect women from various forms of violence [3]. At the regional institutional level, these policies are operationalized through regional apparatuses handling women's empowerment and child protection, including the P3AKB Office of North Sumatra Province.

Several previous studies indicate that the implementation of women and child protection policies still faces various challenges. Research by Sari (2020) found that limitations in human resources and weak cross-sectoral coordination are the main obstacles in child protection services at the regional level. Furthermore, Pratama (2021) showed that service quality in women and child protection units is strongly influenced by apparatus capacity and institutional support. Another study by Rahmawati (2022) emphasized the importance of strengthening bureaucratic accountability and responsiveness to improve the effectiveness of women and child protection programs [4].

Although various studies have examined the implementation of women and child protection policies, studies that specifically evaluate ASN performance using bureaucratic performance indicators according to Agus Dwiyanto at the P3AKB Office of North Sumatra Province remain limited [5]. Therefore, this study is important to provide an empirical picture of ASN performance achievements, while also identifying supporting and inhibiting factors from both internal and external organizational aspects in the implementation of women and child protection policies.

2. RESEARCH METHODS

This study employs a qualitative approach with a descriptive method to analyze the performance evaluation of State Civil Apparatus (ASN) in implementing women and child protection programs at the Office of Women's Empowerment, Child Protection, and Family Planning (P3AKB) of North Sumatra Province. The research focuses on assessing ASN performance based on the indicators proposed by Agus Dwiyanto (2006), namely productivity, service quality, responsiveness, responsibility, and accountability, as well as identifying supporting and inhibiting factors from both internal and external organizational aspects.

The data consist of primary and secondary sources. Primary data were obtained through in-depth interviews with purposively selected informants, including structural officials and ASN directly involved in program implementation. Secondary data were collected from official documents, performance reports, laws and regulations, and relevant literature. Data collection techniques included observation, semi-structured interviews, and documentation. Data analysis employed the interactive model of Miles and Huberman, which includes data reduction, data display, and conclusion drawing [6]. To ensure data validity, source and method triangulation were applied so that the research findings are expected to be valid and credible.

3. RESULT AND ANALYSIS

Productivity

Productivity according to Agus Dwiyanto (2006) is the ability of public officials to produce service outputs effectively and efficiently in accordance with organizational targets [1]. This indicator emphasizes the optimal use of resources in achieving work results.

The findings show that the productivity of ASN at the P3AKB Office of North Sumatra Province is in the fairly good category. Most women and child protection programs have been implemented according to the annual work plan, including case assistance, socialization activities, and cross-sector coordination. ASN are also able to complete administrative tasks routinely. However, productivity has not been fully optimal due to the imbalance between workload and the number of personnel, as well as the suboptimal utilization of service technology.

Service Quality

Service quality refers to the degree to which services provided meet community needs and expectations. According to Agus Dwiyanto (2006), service quality is reflected in procedural clarity, timeliness, officer attitude, and user satisfaction [1].

Service quality at the P3AKB Office of North Sumatra Province is generally good. This is indicated by the existence of service SOPs, clear victim-handling mechanisms, and the relatively friendly and cooperative attitude of officers. Assistance to victims has also been carried out continuously. Nevertheless, delays in handling certain cases and limitations in supporting facilities are still found, especially when the number of reports increases.

Responsiveness

Responsiveness is the organization's ability to recognize community needs and respond to problems quickly and appropriately.

ASN responsiveness is considered fairly good. Officers have attempted to follow up community reports through available complaint mechanisms and coordinate with related agencies. However, in some cases the response has not been fully rapid due to cross-sector coordination procedures that still require time and limited resources.

Responsibility

Responsibility relates to the conformity of ASN duties with administrative provisions, SOPs, and applicable laws and regulations.

The study shows that ASN duties have generally been carried out in accordance with SOPs and prevailing regulations. Program administration is relatively orderly and well documented. However, internal supervision still needs strengthening to ensure consistent implementation of procedures across all work units.

Accountability

Accountability is the form of ASN responsibility to leaders and the public for program implementation and the use of resources.

ASN accountability is categorized as good, as reflected in the preparation of performance reports, activity documentation, and tiered reporting mechanisms. However, transparency of information to the public still needs improvement, particularly in publishing program achievements and service information access.

Based on the research findings, ASN performance in implementing women and child protection policies is influenced by internal and external organizational factors. From the supporting factors, internally there is a relatively strong commitment from leaders and ASN in carrying out the program, as reflected in the consistency of program implementation and ongoing coordination efforts. The availability of SOPs and technical guidelines also provides clear work direction for ASN in delivering services. Externally, adequate regulatory support and cross-sector collaboration with related agencies further strengthen program implementation. This collaboration helps make case handling more integrated, although it is not yet fully optimal.

Meanwhile, inhibiting factors still significantly affect performance achievements. Internally, limitations in both the number and competence of human resources result in relatively high ASN workloads, which impacts service speed and coverage. In addition, supporting facilities and infrastructure, including the use of information technology, are not yet fully adequate. Externally, cross-sector coordination does not always run effectively due to differences in institutional work mechanisms. Moreover, the level of public understanding and participation in women and child protection programs remains varied, which affects the effectiveness of policy implementation in the field.

Overall, the evaluation shows that ASN performance at the P3AKB Office of North Sumatra Province in implementing women and child protection policies is in the fairly good category but not yet fully optimal. Based on the five performance indicators proposed by Agus Dwiyanto, the aspects of service quality, responsibility, and accountability have shown relatively good achievements due to the support of SOPs, apparatus commitment, and functioning reporting mechanisms [1].

However, the aspects of productivity and responsiveness still require strengthening. This condition is mainly influenced by limited human resources, high workloads, and cross-sector coordination that has not been fully effective. These findings align with empirical conditions in the field, indicating that successful policy implementation is determined not only by apparatus commitment but also by the adequacy of resources and

external environmental support. Therefore, improving ASN performance in implementing women and child protection policies requires strategic efforts, including strengthening human resource capacity through continuous training, improving technology-based facilities and infrastructure, and reinforcing cross-sector coordination mechanisms. These efforts are expected to promote more effective, responsive, and accountable policy implementation in accordance with the objectives of women and child protection in North Sumatra Province

4. CONCLUSION

Based on the results of the research and discussion, it can be concluded that the performance of the State Civil Apparatus (ASN) at the Office of Women's Empowerment, Child Protection, and Family Planning (P3AKB) of North Sumatra Province in implementing women and child protection policy programs is in the fairly good category, but not yet fully optimal. Assessment based on the performance indicators proposed by Agus Dwiyanto shows that the aspects of service quality, responsibility, and accountability have functioned relatively well, supported by the existence of SOPs, apparatus commitment, and fairly orderly reporting mechanisms [1]. Meanwhile, the aspects of productivity and responsiveness still need improvement. This condition is influenced by limitations in both the number and competence of human resources, high workloads, and cross-sector coordination that has not yet been fully effective. In addition, supporting facilities and infrastructure, including the utilization of information technology, have not been optimal in supporting program implementation. Supporting factors for ASN performance include regulatory support, commitment of leaders and apparatus, and fairly good cross-sector collaboration. The inhibiting factors include limited human resources, inadequate supporting facilities, suboptimal inter-agency coordination, and varying levels of public understanding and participation. Therefore, improving ASN performance in implementing women and child protection policies requires strengthening human resource capacity, optimizing technology-based facilities and infrastructure, and reinforcing cross-sector coordination so that policy implementation can run more effectively, responsively, and accountably in accordance with the established objectives.

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