



Efforts and Obstacles of the Banda Aceh Government in the Development of Child-Friendly City Policies

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ABSTRACT

The City of Banda Aceh, the capital of Aceh Province, has been committed to developing a Child-Friendly City Policy since 2013. However, to date, the City of Banda Aceh has still not achieved Child-Friendly City status, as evidenced by the absence of an increase in ranking in 2023 compared to the previous year. This city continued to maintain its Nindya level by the assessment in 2022. This research aims to identify efforts and inhibiting factors in developing Child-Friendly City policies, especially in the institutional cluster aspect. Using Institutional Development Theory by Milton J. Esman (1967), this research applies qualitative methods. Research findings show that Banda Aceh has not achieved Child-Friendly City status because the institutional indicators of a Child-Friendly City are not yet optimal, resulting in the fulfillment of children's rights not being implemented comprehensively. The obstacles that cause Banda Aceh not to achieve this status involve limited budget resources, the absence of a Regional Action Plan, a lack of understanding of human resources regarding policies, minimal involvement from the business world, and the impact of the COVID-19 pandemic. Suggestions include: (i) Evaluate budget resource allocation for KLA, (ii) Immediately develop RAD-KAL as a guide for program implementation, (iii) Increase understanding of human resources through training, (iv) Encourage formal collaboration with the business world, (v) Designing an adaptive strategy for the disruptive impact of the pandemic for KLA.

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Introduction

Developing Child-Friendly Cities (KLA) is one of the local government initiatives that has helped realize children's rights and protection. Research regarding implementing the Child-Friendly City (KLA) policy has been carried out in various cities in Indonesia, such as Sukabumi, Pekanbaru, Yogyakarta, Surakarta, and Makassar. The research results of Maulida & Purwanti (2019) show that in Sukabumi City, the implementation of the KLA policy has been carried out well, supported by government initiatives and the formation of a task force. However, obstacles such as lack of resources and outreach still need to be overcome. Moreover, Ilosa & Rusdi (2020) stated that in Pekanbaru City, the KLA Program in fulfilling children's civil rights and freedoms has experienced improvements. However,

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it still faces obstacles related to lack of funding, frequent government changes, and regulations that are not yet fully binding on regional apparatus organizations (OPD).

Meanwhile, Mahendra (2019) reported that in Yogyakarta City, the implementation of KLA has gone well, especially in the health sector and family/child-friendly villages. However, there are deficiencies in coordination and standard indicators in child-friendly schools. Furthermore, Hamudy (2015) provides a comparative description of the cities of Surakarta and Makassar. Surakarta already has several child-friendly health centers and various support services, and it has gotten high scores in the PPPA Ministry's assessment. Meanwhile, Makassar is still in the process of improving and implementing the initial KLA programs. From several research results above, it can be concluded that implementing KLA has challenges and obstacles, such as limited resources, changes in officials, lack of socialization, and inadequate regulations. Understanding the dynamics of KLA implementation in various cities is hoped to contribute to improving policies and developing KLA nationally.

The development of KLA in Banda Aceh City has a solid legal basis, such as Aceh Qanun Number 11 of 2008 concerning Child Protection and Banda Aceh City Qanun Number 2 of 2021 concerning Child-Friendly Cities. The principles in developing KLA, such as the absence of discrimination, the best interests of children, the right to life, survival and development, respect for children's opinions, and good governance, are the basis for formulating KLA development policies. This research will explore the efforts and obstacles the Banda Aceh City Government faced in improving KLA policy development. In this context, understanding the implementation of KLA policies, the barriers faced, and the innovative steps that have been taken need to be analyzed further. By understanding these dynamics, it is hoped that we can positively contribute to improving and developing KLA policies in the City of Banda Aceh.

This research utilizes qualitative research methods, positioning the researcher as the primary instrument directly involved in data collection. This approach is essential for obtaining an in-depth and comprehensive understanding of the subject matter (Sutton & Austin, 2015). By actively engaging in the study environment, the researcher can capture the nuances and complexities often missed through more detached data collection methods. The data collection methods employed in this research include interviews, observations, and documentation (Busetto et al., 2020). Each technique ensures a thorough and nuanced understanding of the research topic.

The selection of informants is conducted with meticulous care, prioritizing individuals who can provide relevant and necessary information for the study (Cleary et al., 2014). This process involves identifying critical participants with significant insights or experiences related to the research topic. The research aims to achieve a deep and well-rounded understanding of the subject by integrating these methods and careful informant selection. The qualitative approach allows for exploring the underlying meanings, patterns, and themes that quantitative methods may overlook, thereby contributing to a richer and more nuanced body of knowledge.

Findings and Discussion

Banda Aceh Government's efforts in the development of a Child-Friendly City

The Banda Aceh City Government has implemented various efforts to improve the development of Child-Friendly City (KLA) policies. In this research, the author analyzed the results of field findings by referring to institutional variables in Milton J. Esman (1967). These variables include leadership, doctrine, programs, resources, and internal structure. This analysis aims to provide a comprehensive picture of the Banda Aceh City Government's efforts in developing KLA policies. By detailing the institutional variables of Milton J. Esman's theory, it is hoped to provide in-depth insight into the factors that influence the success of KLA implementation at the local level. The insights gained from this analysis are expected to highlight the efforts and obstacles of the local government in

developing child-friendly city policies, offering valuable lessons for other municipalities aiming to create child-friendly environments.

Leadership

According to Milton J. Esman (1967), leadership refers to a group of people who are actively involved in formulating doctrine and organizational plans and can build good relationships with the surrounding environment. In the context of institutions, the attitudes and behavior of leaders significantly influence the institution's performance. Leadership is a determining factor in the success of an institution in managing limited resources. It is important to note that leaders, whether at the district/city or village level, need help to carry out their duties; they need help from the team under their leadership.

In his efforts to make Banda Aceh a Child-Friendly City, the Mayor of Banda Aceh is assisted by Regional Apparatus Organizations (OPD), which have their respective duties and functions. It is important to remember that leadership is needed at all levels, including the village. In the Banda Aceh City Government context, the commitment to realizing a Child-Friendly City has been manifested in regional-level regulations (qanun). Yulia Wardani, Young Expert Policy Analyst, confirmed this commitment and explained that the Child-Friendly City qanun reflects several obligations related to health, children's space, and other aspects.

Even though there is a written commitment in the qanun, the Mayor of Banda Aceh also issued regulations regarding forming a task force. Hafriza, Head of P2SDMK Bappeda, explained that this regulation reflects the Mayor's commitment to creating a task force team for a Child-Friendly City. Mayor's Decree Number 36/DP3AP2KB/2021 concerning establishing the Banda Aceh City Child-Friendly City Task Force in 2021 is another concrete proof of this commitment. The formation of this task force makes the DP3AP2KB Service the leading sector in developing Child-Friendly City policies. However, it should be noted that the time required to form the task force, which only materialized in 2021, indicates several obstacles in implementing the KLA policy. However, the task force is expected to become an institution that coordinates various policy efforts, programs, and activities to achieve the KLA (Fahrunnisa & Apriadi, 2019). Establishing the task force underscores a significant step towards integrating and mobilizing resources effectively to realize the vision of a Child-Friendly City in Banda Aceh, fostering collaboration across sectors for comprehensive child welfare initiatives.

At the gampong¹ level, although there has been a commitment from the keuchik² to involve children in gampong development planning, unfortunately, there is no reusam³ that supports the KLA principles. Meanwhile, reusam, which reflects local customary rules, has the potential to be an effective way to accelerate the realization of a child-friendly city. The importance of village regulations regarding KLA is recognized in Qanun Number 2 of 2021 concerning Child-Friendly Cities. Article 16 No.1 paragraph states that the Gampong Government must issue regulations at the gampong level regarding efforts to fulfill children's rights. Even though this regulation has been confirmed, no gampong regulations are related to KLA.

In conclusion, policies and regulations are initiatives and written commitments from the leadership to realize a Child-Friendly City. Even though there are written commitments at the regional level, challenges still exist, especially in implementation at the gampong level. The consistency of the leader's actions greatly determines the

¹ Village-level administrative area (Please see Qanun Kota Banda Aceh Nomor 1 Tahun 2019 Tentang Pemerintahan Gampong)

² The gampong head who has the authority to carry out gampong household affairs (Please see Qanun Kota Banda Aceh Nomor 1 Tahun 2019 Tentang Pemerintahan Gampong)

³ Official legal regulations at the gampong level (Please see Qanun Kota Banda Aceh Nomor 1 Tahun 2019 Tentang Pemerintahan Gampong)

continuity of KLA policies and programs (Saldi & Listyaningsih, 2019). Therefore, continuous monitoring and support from higher levels of government are essential to ensure effective implementation and sustainability of child-friendly initiatives across all regions.

Doctrine

According to Milton J. Esman (1967), Doctrine is a social action based on values, goals, or operational methods that provide the desired views and hopes. In the context of a Child-Friendly City (KLA), the doctrine is manifested in the values of good governance, which are the basis for government operations. The doctrine's success is measured by the extent to which these values are implemented by the parties involved, such as the relevant OPD, village government, and the business world, to fulfill children's rights. At the KLA institutional level in Banda Aceh City, the doctrine is reflected in the principles of KLA development. Risda Zuraida, Head of Women and Children Protection, explained that the development of the KLA was carried out by providing children's rights without discrimination, providing rights related to children's growth and development, and listening to children's opinions through children's forums.

In developing KLA, the Banda Aceh City Government has followed the principles regulated by the Ministry of Women's Empowerment and Child Protection (KEMENPPA). This approach ensures that children's rights are given equally without discrimination. This is reflected in the KLA principles and policies implemented by local governments, which provide the best values for children when implementing KLA. Moreover, the Banda Aceh City Government is also trying to internalize the values, goals, and operational methods that underlie its social actions in compiling and making regional regulations. Although not comprehensive, local governments have met several institutional indicators for KLA, as discussed previously.

The decision to establish the KLA Task Force, which is responsible for the mayor and implementers in implementing the KLA, is a concrete manifestation of the Banda Aceh City government's commitment. The duties of the KLA Task Force, which involves the DP3AP2KB Service as secretary, include planning, implementing, and monitoring programs related to fulfilling children's rights. Even though the formation of the KLA Task Force involves various parties with a division of tasks based on their respective fields, there are still challenges in the business world. Even though DP3AP2KB plays a role in socializing and collaborating with the business world, the involvement of the private sector in the KLA Task Force still needs to be improved. Outreach to the business world was carried out by the Banda Aceh City Women's and Children's Empowerment and Family Planning Service. Even though Bappeda only plays a supporting role, this collaboration still needs to be further improved to support the implementation of the KLA.

The doctrine emphasizes children's best interests in every program and activity carried out by the principles of good governance and fulfillment of children's rights (Saldi & Listyaningsih, 2019). However, the transformation of KLA values to village-level government has not been fully achieved. Budget limitations and the transformation of values from related agencies that have not been entirely accepted are obstacles. Even though several gampongs have been declared child-friendly gampongs, the transformation of these values has not been evenly distributed.

The critical role of children in musrenbang and the existence of a unique forum for children and women (musrena) in Banda Aceh shows the government's commitment to involving children in decision-making. However, budget constraints and the transformation of values hinder achieving overall goals throughout the gampong. Thus, although the Banda Aceh City government has made efforts to strengthen KLA institutions at the city and several gampong levels, some obstacles must be overcome so that KLA values can be internalized at the gampong and business world levels.

Programs

Programs are closely related to the implementation of institutional functions, are an interpretation of doctrine into real action, and involve the distribution of resources within the institution and its relationship with the surrounding environment (Ekowanti & Casmiwati, 2014). In this context, programs are activities designed by the government to develop Child-Friendly City (KLA) policies. The Banda Aceh City Government is trying to make Banda Aceh a Child-Friendly City through programs designed based on children's interests to fulfill children's rights. Even though these programs are carried out by each OPD and the institutions involved in the KLA Task Force structure, the program plans are still separate for each OPD and have not been integrated into the form of the KLA Regional Action Plan (RAD) (Fahrunnisa & Apriadi, 2019). This lack of integration hampers the overall effectiveness and coherence of efforts to create a child-friendly environment, highlighting the need for a more unified and strategic approach to program implementation across various departments.

Even though there is no RAD KLA yet, the Banda Aceh City Government still evaluates Child-Friendly City indicators. Evaluations are carried out at the end of the year before reporting to the center, where members of the KLA Task Force carry out assessments and support each other in overcoming the obstacles faced. Even though there is no monitoring of the targets set out in the RAD, this evaluation is an obligation carried out by the Task Force. There are programs in each department; for example, DP3AP2KB is the leading sector for Child-Friendly Cities. The department's programs, such as training, are related to strengthening institutional capacity. However, many programs were not implemented due to the impact of the pandemic.

Each relevant agency carries out program planning, and several programs related to children's rights have been implemented with support from various parties. For example, the child identity card program managed by the Department of Population and Civil Registration has reached an implementation rate of around 80%. Likewise, the Education Office oversees the HI PAUD program. Even though there are programs to fulfill children's rights, many programs are not implemented well, especially during the pandemic. Several programs, such as managing the gender and child data system, which will become a child profile book, were not realized. This is reflected in the failure to achieve performance targets, where the scores obtained are lower than the targets set. At the gampong government level, programs originate from children's suggestions and are implemented by the gampong government with appropriate financial support. However, some gampong sites do not have programs related to child-friendly cities. The programs implemented have not been fully integrated into the Child-Friendly City indicators, and collaboration with the private sector at the village level is still limited.

Overall, the program's implementation has involved children at the city and gampong government levels, although it is not yet comprehensive because not all gampongs have become child-friendly gampongs. Even though children are involved, no children's forum represents every village, and not all are active. The village government still needs to plan an integrated program to support a Child-Friendly City, involving third actors such as the business world and increasing cooperation with the private sector. Thus, although there have been steps toward fulfilling children's rights in the program variable, the program plan still needs to be more structured to support a Child-Friendly City at the city and village government levels.

Resources

The research focuses on the financial, human, and physical resources an institution requires to carry out its activities. The main obstacle often faced in implementing policies or programs is limited resources in terms of quantity and quality. Humans are considered the most critical resource because they carry out programs, can develop their knowledge and skills, and make practical contributions with financial support and infrastructure (Ekowanti & Casmiwati, 2014). In the context of strengthening Child-Friendly city institutions, regulations have regulated resource input in Article 6,

paragraphs b and d. This article includes the budget percentage for fulfilling children's rights and the availability of KHA-trained human resources (HR) who can implement children's rights into policies, programs, and activities.

The Banda Aceh City Government is trying to fulfill the budget through the Banda Aceh City APBD. Hafriza, Head of P2SDMK Bappeda, explained that the budget allocation for Child-Friendly Cities does not have a special allocation and is channeled through each agency related to Child-Friendly Cities indicators. At the Gampong government level, around 40 million funds are provided from village funds to support the implementation of Child-Friendly Gampong. This financial support involves village funds or APBG, and there is no visible financial support from the private sector. NGOs and non-governmental organizations rely on their funds to run programs, and there is no financial support from the government. However, they report their programs to the relevant agencies to be included in the Child-Friendly Cities indicators.

The Banda Aceh City Government provides training on fulfilling children's rights to relevant OPDs by the child rights cluster. Hafriza emphasized that human resources at the city government level have been sufficiently trained in understanding children's rights and given training by the Child Rights Convention. At the village government level, training and coaching were only carried out at the beginning of the declaration of Child-Friendly Villages by DP3AP2KB. The Women's and Children's Empowerment and Family Planning Services in Banda Aceh City carried out this child rights convention training. Moreover, the Banda Aceh City Government has provided facilities and infrastructure for children, such as child-friendly playrooms in the Tibang Forest and 100 HI PAUDs in every gampong. However, not all Tibang Forests are used as children's play areas, and there are still facilities and infrastructure built by private parties without adequate coordination with DP3AP2KB. The facilities and infrastructure are available at the gampong government level include PAUD, Al-Quran education parks, and sports and art equipment. However, plans to build facilities and infrastructure such as children's playgrounds and reading corners in Gampong Lamlagang have not been adequately realized, and the gampong government is waiting for follow-up from the Banda Aceh City Government.

Based on the explanation above, financial resources come from the Banda Aceh City APBD and village funds at the gampong level. Human resources at the city government level are sufficiently trained, although ongoing training is still needed. Facilities and infrastructure at the city government level are adequate, but coordination with the private sector needs to be improved. At the gampong level, educational facilities, and infrastructure are available, but several development plans still need to be fully realized.

Internal Structure

Internal structure includes the division of tasks, patterns of authority, and communication within an institution or organization. The commitment of government actors, doctrine, and programs will influence the ability to commit. The formation of internal structures needs to be adjusted to needs (Ekowanti & Casmiwati, 2014). The Banda Aceh City Government is trying to develop a Child-Friendly City Policy by forming a task force team by the Decree of the Mayor of Banda Aceh Number 36/DP3AP2KB/2021. The task force team involves the executive, judiciary, legislature, business world, and mass media, with the concept of developing child-friendly city policies (Rosalin et al., 2016). The formation of this task force team is tailored to the institutional cluster and children's rights cluster.

The Banda Aceh City Government task force focuses more on forming task force teams than task structures. Hafriza, Head of P2SDMK Bappeda, stated that the task force involved many parties related to the child rights cluster, especially OPD. This statement shows that the OPDs involved in the child-friendly city task force are by the child rights cluster indicators (Ratnasari, 2020). Even though many OPDs are involved, Banda Aceh

has still not achieved Child-Friendly City status, indicating that the fulfillment of children's rights has not been optimal.

The involvement of the business world in the task force is still minimal, running informally, as stated by Risda Zuraida, Head of Women and Children's Empowerment. Even though the Banda Aceh City Government, through DP3AP2KB, has personally taken the initiative to collaborate with the business world, this relationship is still informal. The distribution of roles and authority in the KLA Task Force is by each regional apparatus's main tasks and functions. In this case, the head of the task force, Bappeda, acts as a coordinator and facilitator, providing support to the OPD regarding planning. However, there is still no preparation for the RAD KLA (Widyawati & Adi, 2022). This indicates a critical gap in formalizing partnerships and ensuring a structured and comprehensive approach to developing and implementing the RAD KLA, which is essential for achieving the goals of a Child-Friendly City.

The task structure of the child-friendly gampong task force team is not yet ideal. Keuchik Gampong Lampaloh stated that not all task forces at the gampong level have an appropriate task structure. At the gampong level, the task structure still needs to involve parties related to the child rights cluster. Gampong-level government institutions have a role, even though they are not listed in the Banda Aceh City Child-Friendly Cities Task Force. Initiatives from the minor government structures are needed to implement the KLA Policy with a bottom-up approach. In the task force, communication and coordination between task structures runs well. Regular meetings are held to coordinate, including with the business world. Even though communication with the business world is going well, the relationship pattern must still be more optimal and significant.

The theory of institution development by Milton J. Esman (1967) emphasizes the interdependence between an institution and the relevant part of society. This research shows the links between government, culture, and business as good governance actors in developing Child-Friendly City policies in Banda Aceh City. In conclusion, efforts have been made to strengthen institutions for the KLA in Banda Aceh. However, there are still challenges, especially in the involvement of the business world, the preparation of the KLA RAD, and the task structure at the gampong level. Bottom-up initiatives from the minor government structure can further accelerate the achievement of a Child-Friendly City. Coordination and communication between task structures must be improved to ensure optimal KLA development.

Barriers to the City of Banda Aceh in Realizing a Child-Friendly City

In implementing a policy, of course, some obstacles arise. Not only efforts to make Banda Aceh a Child-Friendly City but almost all policies or programs face challenges. However, obstacles that arise can be overcome by finding solutions together. The Child-Friendly City Development Policy is considered sustainable development, where deficiencies in the previous year are considered as learning that should be corrected in the following year. Unfortunately, this is not reflected in the performance of the Banda Aceh City Government. The achievements obtained by Banda Aceh in 2023 have stagnated or have not increased according to what was expected. As a result, Banda Aceh could not achieve its target of being ranked as a Child-Friendly City. The obstacles or constraints identified from the results of the author's research, especially when viewed from institutional indicators, will be discussed as follows:

Limited Budget Resources

In implementing a policy, the programs designed and implemented cannot always go according to plan because budget availability is the primary determinant. Yulia Wardani, a Young Expert Policy Analyst, stated, "Implementing the Child-Friendly City Policy every year cannot be comprehensive, but it is in stages depending on the available budget amount. So far, DP3AP2KB has planned a program. Still, the program cannot be continued because the government has budget priorities, especially during the pandemic,

so we must prioritize the budget to overcome this pandemic". The statement above shows that the planned program could not be implemented during the pandemic due to budget limitations and was not a priority. The APBD managed by the government cannot run according to its initial plan, experiencing budget refocusing and reallocation, especially for handling COVID-19 (Basri et al., 2022; Permanasari et al., 2022; Ritonga & Buanaputra, 2023). These challenges highlight the need for flexible budget management strategies to adapt to unforeseen circumstances like pandemics while maintaining a commitment to long-term goals such as creating Child-Friendly Cities.

This is also reflected at the gampong government level, as explained by Mr Azhari, Keuchik Gampong Lampaloh, "During this pandemic, there were no activities for children because there was no budget. All the budget was focused on COVID-19. Village funds were cut for BLT by 40%, food by 20%, and handling COVID-19 by 8%, and the rest is for apparatus operations, including employee salaries. From the City Government, there is no budget for children's activities, so we don't dare allocate it ourselves". So, activities or programs to fulfill children's rights were not implemented at the village government level during the pandemic because there was no budget allocation to implement the program.

A similar statement was also made by Mr. Radius, Team Leader of the Lamlagang Child-Friendly Gampong Task Force, that there was no budget for child-friendly villages, and they even used personal funds for activities to fulfill children's rights because there was no special allocation from village funds and did not receive a positive response. From the DPRK regarding requests for financial assistance. Budget limitations are inhibiting factors in implementing programs, and the budget realization that is not by planning can make planned programs not optimal. Data shows that in 2021, the budget allocated to implement the Child-Friendly City policy in DP3AP2KB is IDR. 134,795,500, but only Rp. 9,375,500 absorbed. This difference reflects that government agencies or institutions have not effectively and efficiently managed budgets (Milenia et al., 2022). Addressing these budgetary challenges requires better financial planning and allocation and improved coordination and advocacy at all levels of government to prioritize children's rights and well-being within policy frameworks.

The COVID-19 Pandemic

The COVID-19 pandemic has hit since early 2020, and its impact has been felt in various sectors of life, including government, society, and the business world. Many activities within the Banda Aceh City Government are generally experiencing obstacles or cannot even be realized due to the pandemic. Risda Zuraida, Head of Women's and Children's Empowerment, stated, "Activities have been hampered due to the pandemic, such as program evaluation, some programs cannot be carried out face-to-face, the formation of apesai has not yet been formed, and for the last few years (2020-2022) there were no additional child-friendly villages and also children's forums. Children's forums during this pandemic have also had their activities hampered". From the statement above, it can be seen that the pandemic's impact not only affects economic aspects but also hampers programs or activities related to child-friendly cities in the Banda Aceh City government. The planned program could not run optimally as a result of the pandemic situation. Eddy Erwinsyah and Keuchik Gampong Kota Baru also said that programs or activities in the gampong could not be carried out during the pandemic because the budget was not allocated there. Coordination with related agencies is hampered, the children's forum is experiencing difficulties coordinating, and the management of the children's forum has not yet been formed. During the pandemic, assistance was also not provided to villages.

From this discussion, it can be concluded that the impact of the pandemic is not only limited to the Banda Aceh City Government but also penetrates the lowest level of government, namely the Gampong level. Activities carried out by children's forums to fulfill children's participation rights also experienced obstacles during the pandemic. This pandemic resulted in delays in previously planned programs, forcing changes to various

activities. The government's policy to prohibit community activities also significantly impacts government activities that require gatherings of many people (Kang et al., 2020; Kumar et al., 2021; Muhyiddin & Nugroho, 2021). These challenges underscore the need for adaptive strategies and resilient frameworks to sustain children's rights initiatives even in crises like pandemics. This ensures continuity and effectiveness in fulfilling children's needs and participation rights.

No Regional Action Plan (RAD) for Child-Friendly Cities

In developing the Child-Friendly City Policy in Banda Aceh City, preparing a Child-Friendly City Regional Action Plan (RAD) is crucial, especially in the planning stage as part of the KLA development steps. RAD for Child-Friendly Cities is the primary reference for developing KLA policies in a systematic, targeted and targeted manner (Desvyati, 2017:94). However, the results of field research show that until now, Banda Aceh does not have documents related to the RAD. When asked Mr Hafriza, Head of P2SDMK Bappeda, he stated, "For the RAD specifically for KLA itself, we still don't have it. The RAD has not been specifically made because the pattern has not yet been determined, and the leading one is DP3AP2KB. Previously, it was at Bappeda, but since the new regulations came into force, we have only been facilitating OPD planning. So, Bappeda no longer has the authority to make RAD KLA".

The interview indicated that the Regional Action Plan had not been prepared specifically for the KLA because the pattern was still being determined, and the new regulations had divided the tasks of each OPD. With this regulation, Bappeda's role is only limited to facilitating OPD planning without having special authority to prepare the Regional Action Plan for Child-Friendly Cities in Banda Aceh. RAD should be prepared as a mayor's regulatory document regarding the KLA Regional Action Plan. Programs related to child-friendly cities are detailed and included in the integrated and measurable RAD KLA, implemented within a certain period. The absence of RAD KLA in Banda Aceh City is an obstacle to monitoring programs related to KLA. Apart from that, the unavailability of this document also hampers harmonization and synchronization between RAD-KLA and all related agencies for planning programs and activities in Banda Aceh City (Saldi & Listyaningsih, 2019). This highlights the critical need for policy coherence and institutional collaboration to ensure effective implementation and monitoring of Child-Friendly City initiatives, ultimately fostering a supportive environment for children's well-being and development in Banda Aceh.

Human Resources

Human resources are one of the obstacles faced by the City of Banda Aceh in developing a Child-Friendly City Policy (KLA). The human resources in the Banda Aceh City Government are pretty reliable. However, due to mutations, individuals who previously had competence in their fields have been replaced by new people who still do not fully understand the tasks they will be carrying out. According to Mrs. Rida Zuraida, Head of Women and Child Protection, "Department heads often experience transfers in government. This has an impact on commitment to the KLA. For those who do not fully understand it, we have to repeatedly explain the concept and commitment of the KLA to the department". The interview shows that department head transfers impact a commitment to the Child-Friendly City Policy. New individuals can replace individuals who already understand the policy and are committed, so additional time and effort are needed to explain concepts and build shared commitment. This hampers the acceleration of the development of the Child-Friendly City Policy. The Director of Flower Aceh, Mrs. Riswati, also stated, "Even though the Banda Aceh City government has quite reliable human resources, transfers and changes of employees in agencies in the City Government have an impact on breaking down the coordination previously established".

Apart from that, the impact of employee changes or transfers in government agencies also impacts the relationships built with parties outside the government.

Although applicable laws and regulations must carry out transfers, sometimes at the regional government level, this is not always used as a comprehensive reference, resulting in disproportionate employee placement, becoming a problem at the regional government level (Munir et al., 2021). Furthermore, at the gampong government level, human resources have not yet internalized programs to fulfill children's rights into Child-Friendly Cities indicators. Director Flower Aceh stated, "The apparatus resources in the Banda Aceh City SKPD already fully understand the fulfillment of children's rights in the Child-Friendly City indicators, but this has not happened in the gampong government. They do not yet understand how to integrate it into gampong programs and policies. So they have been unable to plan programs according to the Child-Friendly City indicators".

Based on this statement, it can be concluded that human resources at the Gampong Government level do not fully understand the fulfillment of children's rights, and they have not been able to develop programs referring to Child-Friendly Cities indicators. The importance of transmitting values carried out by the Banda Aceh City Government to village officials has not yet been fully realized in understanding the concept of a Child-Friendly City. The establishment of child-friendly gampongs should be aligned with the apparatus' understanding of this matter so that gampongs can effectively fulfill all children's rights and function as child service centers (Riasih, 2019). This necessitates comprehensive training and capacity-building initiatives for gampong officials to enhance their understanding of Child-Friendly City concepts and effectively implement programs prioritizing children's rights and well-being at the grassroots level.

Lack of Involvement from the Business World

In realizing a Child-Friendly City, fulfilling the Child-Friendly City Indicators by PA State Ministerial Regulation Number 12 of 2011 concerning KLA Indicators is essential. One of the indicators in local government institutions is the involvement of the business world, which should increase every year. However, the City of Banda Aceh still needs to be improved in terms of involving the business world, and there is no yearly increase. Collaboration with the business world is also still informal, as explained by Mrs. Risda Zuraida, Head of Women and Children Protection: "In implementing child-friendly city policies, all parties must be involved, including the government, community institutions, and the business world. However, cooperation with the business world is still limited and informal in Banda Aceh. There have not been many formal agreements in the form of MoUs. Even though we have held joint meetings to establish APSAI, the process has been hampered by the pandemic". Based on the statement above, it can be concluded that the Banda Aceh City Government has not been maximally involved in the business world; even at the Gampong Government level, there has been no formal cooperation to affect the business world in fulfilling children's rights.

The above statement is in line with what was conveyed by the Gampong Daya Village Secretary, Mr. Catur Wibowo: "Cooperation with the business world has not been established in the gampong, and the budget source has so far come from the APBG. We are coordinating with the Aceh Province Family Planning Service and are involved with regional libraries and Family Associations Anti-drugs". From this description, it can be seen that the involvement of the business world at the city government level is still limited; even at the village level, there is no formal collaboration with the business world. One institutional indicator related to the involvement of the business world is the formation of the Indonesian Children's Friends Company Association at the city level (Desvyati, 2017). Therefore, the lack of involvement from the business world is one of the inhibiting factors that means the City of Banda Aceh has not achieved status as a Child-Friendly City and is still on its way to KLA.

Conclusion

Based on analysis using institutional variable theory by Milton J. Esman (1967), it can be concluded that the Banda Aceh City Government has made efforts to strengthen the institutions of a Child-Friendly City. The written commitment in Qanun Number 2 of 2021 is concrete evidence involving relevant institutions in policy implementation. Efforts to strengthen government institutions, the business world, and society can be seen through outreach, facilitating resources, and providing facilities and infrastructure, although this is still being done in stages. However, inhibiting factors become obstacles, such as limited budget resources, the absence of RAD-KAL, minimal understanding of human resources regarding KLA, lack of involvement from the business world, and the impact of the COVID-19 pandemic.

The suggestions that can be given include: (i) Optimizing Budget Resources: It is necessary to evaluate and optimize the allocation of budget resources from various sectors to meet the needs of the KLA program; (ii) Preparation of RAD-KAL: As soon as possible, a Regional Action Plan for Child-Friendly Cities (RAD-KAL) is prepared as a specific guide for implementing the KLA program at the regional level; (iii) Increasing HR Understanding: Carrying out training and education for related human resources so that they better understand the KLA concept and can implement programs more effectively; (iv) Intensification of Business World Involvement: Encourage formal collaboration and MoUs with the business world to support the fulfillment of children's rights and increase their involvement in the KLA program; (v) Adaptation to the Pandemic: Designing adaptation strategies to the impact of the COVID-19 pandemic, including adjusting programs and policy implementation to the ongoing situation. By implementing these suggestions, it is hoped that the City of Banda Aceh can overcome existing obstacles, accelerate the achievement of Child-Friendly City status, and improve the welfare and fulfillment of children's rights in the region.

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