
Institutional Revitalization of Integrated Service Centers for the Empowerment of Women and Children: Evidence from Indonesia

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ABSTRACT

Indonesia is one of the countries in the world that provides serious demographic protection for women and children with problems, both personally and institutionally at the family household level to the State household through the Ministry of Women's Empowerment. This study aims to analyze and explain the process of institutional revitalization of services at the Integrated Service Center for the Empowerment of Women and Children (ISCEWC) in Makassar City, Indonesia. The method used is qualitative with a phenomenological approach. Primary data collection comes from informants and direct observations, while secondary data comes from various relevant documents and regulations. The informants were the Head of the Office of Women's Empowerment and Child Protection along with several employees from the agency. Qualitative data analysis followed an interactive model including the stages of condensation, data presentation, conclusion drawing/verification. The results showed that the revitalization process in the form of institutional arrangements for public services in ISCEWC of Makassar City was focused on the organizational level starting from 2006 to 2020 where it was formerly called a work unit or office and then changed to a Department which was followed by the revitalization of its main tasks and functions in serving cases of women and children in Makassar City.

Keywords

Institutional revitalization, public services, child protection, women's empowerment.

Introduction

Indonesia is one of the countries in the world that provides serious demographic protection for women and children with problems, both personally and institutionally at the family household level to the state household. At the family household level, the problems faced by women and children are regulated through local regency/city regulations which are translated into divisions of tasks for living in neighbourhood units and village units, families and sub-districts (Langkai et al., 2016), while at the provincial to the national level they are accommodated through the Ministry of Women's Empowerment. This reality shows the importance of public services focused on handling problems faced by women and children (Wawointana et al., 2016) through the institutional revitalization program at the Integrated Service Center for the Empowerment of Women and Children (ISCEWC).

The importance of revitalization programs in organizations is based on the view of experts (Aneta, Akib, Si, et al., 2014; Barney et al., 2011; Farquhar, 2001; Frege & Kelly, 2003; Wallace, 1956), namely that revitalization in organizations is aimed at spurring organizational growth by aligning the organization with its environment, both internal and external. Revitalization is one of the right generic strategies in optimizing functions within the organization because the changes that are planned are significant and implemented with great effort, but with less risk for the organization. The risk is not too great because revitalization is done by strengthening or re-enacting the existing functions within the organization. This revitalization has been carried out by the Office of ISCEWC of Makassar City.

The Makassar City Women's Empowerment and Child Protection Agency as an institution that has the main task and function of women's empowerment and child protection focuses on strengthening the system. Thus, all parties can be involved, and all tools and instruments are provided to run the system that is built. One of the services provided by the ISCEWC Service of Makassar City.

The legal basis for the formation of the ISCEWC of Makassar City is the 1945 Constitution in Paragraph IV which states that "The state protects the entire Indonesian nation and all of Indonesia's homeland and to promote public welfare, educate the nation's life and participate in implementing world order based on independence, eternal peace and social justice " The meaning of the word protect here is to cover the protection of every citizen, including from all forms of violence. This law was followed up with Makassar City Regional Regulation Number 5 of 2018 concerning Child Protection. The regional regulations are regulated in Chapter V, namely the obligations and responsibilities of local governments to respect, protect, fulfil and promote civil rights and freedoms, family environment and alternative care, basic health and welfare, education and special protection in the context of implementing a protection system child. With Regional Regulation Number 5 of 2018, the handling and prevention of violence against children (VAC) and violence against women (VAW) is maximized, directed and involving the community to facilitate service coverage. VAQ/VAC in a participatory manner.

Makassar City is a plural city with various tribes and cultures. This condition raises many social problems that must be experienced. Social problems such as poverty, corruption, crime, social inequality, as well as various cases of violence against women and children. The impact that occurs on child victims of sexual violence can be direct or indirect, both long term and short term, namely the economic, social and psychological development of the victim. His emotional condition will experience disturbances which are characterized by conditions of stress, anxiety, depression, fear and insecurity in everyday life due to bad experiences experienced. It is not uncommon for victims of sexual violence to experience psychological disorders in the future. These symptoms are indicated by difficulties in interacting with the school environment and the environment in which they live, lack of self-confidence so that they lose hope in life.

ISCEWC was born as a non-profit institution that provides protection, not only for women but also for children. As an integrated service institution, ISCEWC includes elements of government, community, police, courts and other stakeholders whose function is to provide psychosocial, psychological and legal facilities for victims. With the formation of ISCEWC where this institution serves as a forum for services for women and children to fulfil information and needs in the fields of education, health, economics, politics, law, protection and prevention of violence and trafficking against women and children. ISCEWC Makassar City facilitates various non-physical services which include information, referrals, consultations or counselling. The question is why there are still frequent cases of violence involving women and children while a forum called ISCEWC is available in every region in Indonesia.

LITERATURE REVIEW

Institutional Revitalization. Organizational revitalization according to some experts (Aneta, Akib, Si, et al., 2014; Barney et al., 2011; Farquhar, 2001; Frege & Kelly, 2003; Wallace, 1956) organizational change aimed at spurring organizational growth by aligning the organization with its environment. Alignment of the organization with its environment is achieved through three approaches, namely: 1) Achieving market focus, by getting to know service users well and fully understanding their needs that must be met by the organization, and utilizing input from service users to refine organizational strategy. 2) The creation of a new business, namely by aligning the core competencies or the main functions of the organization so that it is truly by the improvement of organizational performance. 3) Utilization of information technology, to improve efficiency and integration of internal organizational systems, carry out reengineering of organizational systems, and build a technology network that connects the organization with service users and other stakeholders.

Revitalization means the process, method, and act of reviving something that was previously less empowered. Revitalization means to make something or act becomes vital. While the word vital has the meaning of very important or very necessary for life. Understanding through other languages, revitalization can mean processes, methods, and or actions to revive or reactivate any program of activities. Or more clearly revitalization is to revive vitality. The general understanding of this revitalization is efforts to make something very important and necessary.

Revitalization according to Barney et al., (2011), namely, includes changes that are carried out in a Quantum Leap, which is a big leap that does not only include incremental gradual changes but goes directly to targets that are far different from the initial conditions of the organization. One way to realize Quantum Leap is benchmarking.

The ISCEWC revitalization process for Makassar City includes improving services for victims. The revitalization approach must be able to recognize and utilize the potential of the organization's internal and external environment. Revitalization itself is not something that is only oriented to the completion of physical beauty but must also be equipped with improving employee welfare and the introduction of existing work culture and values.

The involvement of all members of the organization is needed in carrying out revitalization (Araujo et al., 2021; Arokiasamy & Tamah, 2021; Mana-Ay et al., 2020; Pawar et al., 2020; Shabbir et al., 2021). The involvement in question is not just participating to support the formality aspect that requires the participation of members/employees, in addition, it requires the involvement of other stakeholders. Several other aspects are important and very instrumental in revitalization, namely the use of the role of information technology, especially in managing the involvement of many parties to support revitalization activities. In addition, revitalization can also be viewed from the human resources and service culture of the organization or revitalization to change the image of the organization. To be able to move the above-mentioned aspects, it is necessary to revitalize which means strengthening again with the process of structuring, stabilizing, increasing, and developing resources. Referring to the expert view above, Aneta, Akib, Kadji, & Basri (2014) states that revitalization is a process or effort to strengthen and re-enact the functions and elements that exist within the organization and harmonize with its environment.

Women empowerment. Empowerment is a process of transforming power relations between men and women at four different levels, namely family, community, market and state. The position of women will improve only when women can be independent and able to control the decisions related to their lives (Nugroho, 2016; Sumara et al., 2017). Empowerment of women is an important strategy in increasing the role of women in increasing their potential so that they are more capable of being independent and working. The basis of the role of women began to develop which was manifested in the approach of women's programs in development. This is based on an idea about the need for independence for women, so that development can be felt by all parties because women are very valuable human resources so that their position is included in the development.

There are two characteristics of women's empowerment. First, as a reflection of emancipatory interests that encourage people to participate collectively in development. Second, as a process of involving individuals or communities in the process of enlightenment, awareness and collective organization so that they can participate (Nugroho, 2016; Sumara et al., 2017). The purpose of empowering women is to build women's awareness of gender equality so that they can develop their potential so that women can be independent and participate in development. According to Nugroho (2016), the objectives of the women's empowerment program are as follows: 1) Increase the ability of women to involve themselves in development programs, as active participation (subjects) so that they are not merely objects of development as has been the case so far; 2) Improving the ability of women in leadership to improve their bargaining position and involvement in every development, both as planners, implementers, as well as monitoring and evaluating activities; 3) Improving the ability of women in managing household-scale businesses, small industries and large industries to support the increase in household needs, as well as to open up opportunities for productive and independent work; 4) Increasing the role and function of women's organizations at the local level as a forum for empowering women to be actively involved in development programs in the area where they live.

According to some experts (Datta & Gailey, 2012; Meenai, 2003; Sahay, 1998; Shroff & Kam, 2011; Sulistiyani, 2004; Teguh, 2004) that the stages or steps in empowering women are as follows: First, the stage of awareness and behaviour formation towards conscious and caring behaviour so that they feel they need to increase their capacity. This stage is the preparatory stage in the empowerment process. At this stage, the empowering party/actor/empowerment actor tries to create pre-conditions, to facilitate the ongoing process of effective empowerment. The touch of awareness will open up more people's desires and awareness about the current conditions, thereby stimulating their awareness of the need to improve conditions to create a better future. Second, the stage of transformation of capabilities in the form of knowledge insight, skills to open insight and provide basic skills so that they can take a role in development. The process of transforming knowledge and skills can take place well, full of enthusiasm, and run effectively if the first stage has been conditioned. The community will undergo a process of learning about knowledge and skills that are relevant to the demands of the needs. At this stage, the community can provide a participation role at a low level, which is just being a follower or an object of development, not yet able to become a subject in development. Third, the stage of increasing intellectual abilities skills so that innovative initiatives and abilities are formed to lead to independence. This stage is the stage of enrichment or improvement of intellectual abilities and skills needed so that

they can form the ability of independence. This independence will be marked by the ability of the community to form initiatives, create creations and innovate in their environment. If the community can innovate, the community can independently carry out development.

The fact is that in many discussions (discussions, seminars, workshops, etc.) about poverty, women are not only not always discussed, but sometimes not discussed. In addition to the fact that only a few women are involved in discussing poverty, there are only a few men who have a perspective that favours women's needs and interests. There are many meetings to discuss poverty alleviation or alleviation, both held by the government and non-government and private organizations/institutions where women are only a compliment. If the meeting is held in a village, or on a small scale, the women's representatives are women who are leaders or elites in the community, while the other women only take care of the consumption for the meeting. This condition is only one example of the neglect of women in the life of society and the state. After all, they talk about poverty is a talk about women, but women are ignored in the conversation. There is still a lot of neglect of the needs and interests of women.

Data entered in ISCEWC of Makassar City in 2015 were 547 cases of violence against women. The highest cases were physical violence (321 cases), psychological (141 cases), neglect (68 cases), and sexual (17 cases). The data is astounding. The existing legal instruments have not been able to significantly reduce violence against women and children. On the other hand, most local governments do not have adequate instruments to mobilize stakeholders in preventing violence against women. In reality, it is very difficult to accurately measure the extent of violence against women, because it means entering a sensitive area of women's lives, which women themselves are reluctant to talk about.

Child protection. Children are part of the younger generation as one of the human resources who are the potential and successor to the ideals of the nation's struggle, which have a strategic role and have special characteristics and characteristics, requiring guidance and protection to ensure physical, mental and social growth and development whole, harmonious, harmonious, and balanced. To carry out guidance and provide protection for children, support is needed, both concerning institutions and legal instruments that are more stable and adequate, therefore provisions regarding court administration for children need to be carried out specifically (Ferguson & Norton, 2011; Lonne et al., 2008; Munro, 2019).

Child protection is all efforts made to create conditions so that every child can carry out his rights and obligations for the development and growth of children naturally, physically, mentally and socially. Child protection is the embodiment of justice in a society, thus child protection is sought in various fields of state and social life (Ferguson & Norton, 2011; Lonne et al., 2008; Munro, 2019). Child protection activities have legal consequences, both written law and unwritten law. Law is a guarantee for child protection activities. Arif (1989) suggests that legal certainty needs to be sought for the continuity of child protection active Child protection can be divided into two parts, namely: 1) Juridical child protection, which includes: protection in the field of public law and the field of civil law. 2) Protection of a non-juridical nature, including protection in the social sector, health sector, education sector. Based on the results of the discussion on child/adolescent protection (Alam & Agus, 2015; Djusfi, 2019)77, there are two formulations regarding child protection, namely: 1) All efforts made consciously by every person as well as government and private institutions aimed at securing, controlling, fulfilling physical welfare mental, and social aspects of children and adolescents by their interests and human rights. 2) All joint efforts made consciously by individuals, families, communities, government and private agencies for the security, procurement, and fulfilment of the spiritual and physical welfare of children aged 0-21 years, not and have never been married, by the rights human rights and interests to develop themselves as optimally as possible.

The protection of children's rights is essentially related to the regulation in the legislation. Policies, efforts and activities that guarantee the realization of the protection of children's rights are based on the consideration that children are a vulnerable and dependent group, in addition to the existence of a group of children who experience obstacles in their growth and development, both spiritually, physically and mentally. social. Child protection is beneficial for children and their parents as well as the government, so coordination of cooperation in child protection needs to be held to prevent an imbalance in overall child protection activities. In this regard, some experts (Alam & Agus, 2015; Arif, 1989; Djusfi, 2019; Memah, 2020; Permatasari, 2016) said that the issue of legal protection for children is one side of the approach to protecting Indonesian children. The problem is not merely a juridical approach, but a broader approach is needed, namely economic, social, and cultural.

Child protection relates to several things that need attention, namely: 1) Broad scope of protection: The basic protection includes, among others: clothing, food, housing, education, health, law; Includes physical and spiritual matters; Regarding the

classification of primary and secondary needs which result in priority fulfilment. 2) Guarantee of protection implementation: Naturally, to achieve maximum results there needs to be a guarantee of the implementation of this protection activity that can be known, felt by the parties involved in the protected activity; This guarantee should be stated in a written regulation either in the form of a law or regional regulation whose formulation is simple but can be accounted for and disseminated evenly in the community; Arrangements must be adapted to the conditions and situations in Indonesia without neglecting the ways of protection carried out in other countries, which should be considered and imitated (critical imitation) ties and prevent abuses that have consequences (Alam & Agus, 2015; Arif, 1989; Djusfi, 2019; Memah, 2020; Permatasari, 2016).

RESEARCH METHODS

This type of descriptive research is intended to analyze and explain the institutional revitalization of services at the ISCEWC Office of Makassar City. From the description above, it can be understood that in this qualitative research, the researcher examines the phenomena that occur and this qualitative research aims to systematically describe the symptoms of the situation and the existence of a certain relationship between a symptom and other symptoms. This is by the expert's view (Arif, 1989; Moleong, 2001; Patton, 2005; Silverman, 2020) that this type of qualitative descriptive research describes or describes phenomena that exist in the field based on facts about the truth itself and marks something called what it is so that it takes the form of descriptive evidence. The descriptive method is a problem-solving procedure that is investigated by describing or describing the state of the subject or object of research by a person, institution, community and others based on visible facts or as they are. To be able to clearly describe what the research problem is, the information and data obtained is done by recording data and information.

Sources of data in this study are primary data and secondary data. Informants in this study are key informants and supporting informants who can provide information directly. So the key informants in this study were the Head of the Women's Empowerment and Child Protection Service of Makassar City along with several employees.

The focus of the research is the process of institutional revitalization of services at the ISCEWC office of Makassar City. In collecting data the authors need instruments. In this study, researchers used three tools, namely Interview Guidelines, Observation Guidelines, and Document Review (Jamshed, 2014; Miles et al., 2018). Data analysis is an activity after data from all informants or other sources is collected, where activities in data analysis are grouping data based on variables from all informants, presenting data for each variable studied (Moleong, 2001; Patton, 2005). The data analysis techniques used in this study were carried out continuously from the beginning to the end of the study simultaneously, namely data condensation, verification and conclusion drawing (Miles et al., 2018).

RESEARCH RESULTS AND DISCUSSION

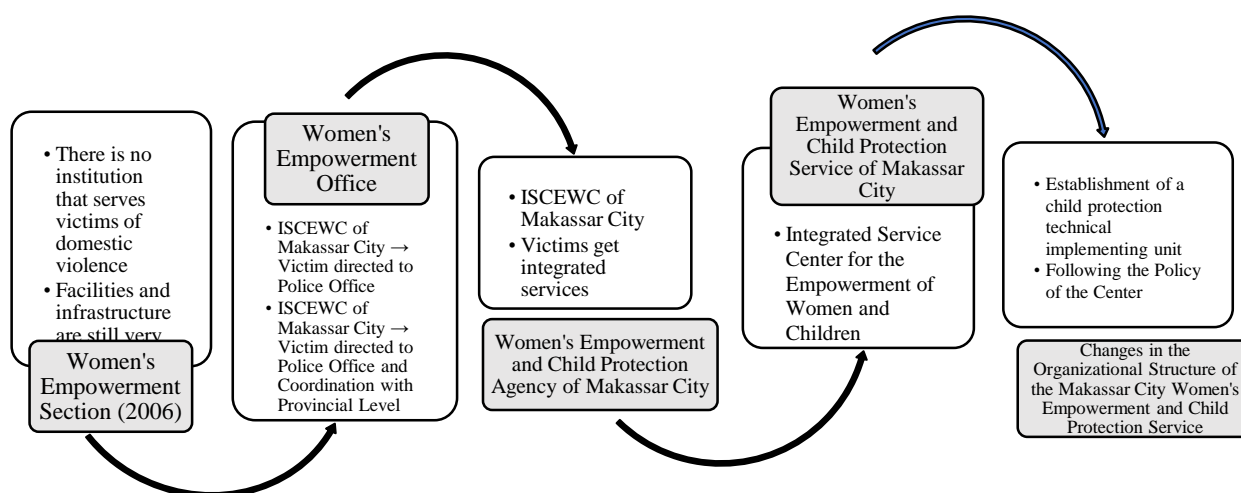
The institutional revitalization process at the ISCEWC Office of Makassar City began in 2006. Facilities and infrastructure are still very limited, until 2020 they already have their own offices and many facilities have been provided to serve victims of violence. ISCEWC of Makassar City is one of the relatively advanced ISCEWC in Indonesia. This institution was established in 2010 when the Regional Apparatus Organization (RAO) which had the main tasks and functions of women's empowerment and child protection was still an office. Later it changed to Board and is currently the Office of Women's Empowerment and Child Protection.

The interests that can be accommodated in the revitalization of the ISCEWC institutions of Makassar City are by revitalizing the institutions, many things are addressed starting from services to accommodating and fighting for women's rights, children's rights and their growth and development, rights of persons with disabilities and other vulnerable groups. The dominant interests in the formulation of this revitalization are public services, the rights of women and children. (Results of Interview with Tenri A. Palallo, S.Sos, M.Sc. May 7, 2020). Meanwhile, according to the explanation of the Head of the Service, in terms of the obstacles experienced during the institutional revitalization process, that in the process of revitalizing ISCEWC institutions, many things have been passed, of course, paying attention to stakeholder policy issues and also paying great attention to budget issues and in terms of human resources. Meanwhile, according to other informants, efforts have been

made to overcome obstacles and obstacles in the revitalization process so that this process can run as it should, namely by conducting coordination meetings with all stakeholders (Results of Interview with Tenri A. Palallo, S.Sos, M.Sc. May 7, 2020).

Regarding who is involved in the revitalization process, the Head of the Service explained in the interview as follows: that the informants involved in the process of revitalizing the ISCEWC institutional of Makassar City are RAO, law enforcement officials, non-government organizations (NGOs), media mass, business and industry, community organizations and religious organizations. The revitalization process started in 2006. Nowadays the service has developed so rapidly and cases of victims of violence have been handled completely and the community feels satisfied with the service. (Results of Interview with Tenri A. Palallo, S.Sos, M.Sc. May 7, 2020).

Based on the research results (observations, interviews, documentation) the process of institutional revitalization of the ISCEWC Office of Makassar City can be described as follows:



Picture 1:
Institutional Revitalization Process of ISCEWC of Makassar City
Source: data processed by researchers 2020.

Based on Figure 1, the Women's Empowerment and Child Protection of Makassar City Office of as one of the RAO has the task and function to realize gender equality which aims to raise the dignity of women so that women can participate in all fields of development. To realize this commitment, since 2002 there has been a joint agreement between the Ministry of Women's Empowerment and Child Protection of the Republic of Indonesia, the Ministry of Health of the Republic of Indonesia, the Ministry of Social Affairs of the Republic of Indonesia and the police to establish an Integrated Service Center (ISC). In 2004 it was supported by the policy of Law Number 23 of 2004 concerning the Elimination of Domestic Violence and in 2007 it was strengthened by Law Number 21 of 2007 concerning the Eradication of the Crime of Trafficking in Persons, from these two policies the legal basis for the establishment of ISCEWC institutions in several regions. In 2008 the Integrated Service Center for the Empowerment of Women and Children was listed in the Government Work Plan. All local government officials together with the community and the private sector support the formation of ISCEWC, the purpose and benefits of its formation are to empower women and protect women and children from all forms of discrimination.

In connection with the process of establishing the ISCEWC Office of Makassar City, the results of an interview with the Head of the ISCEWC Office explained that: The process of establishing the Makassar City ISCEWC Office involved all elements of regional apparatus organizations, law enforcement officers, non-government organizations (NGOs), mass media, business and industry, community organizations and religious organizations. Based on the 1945 Constitution, the ISCEWC office of Makassar City was originally established as an integrated service centre. (Results of Interview with Tenri A. Palallo, S.Sos, M.Sc. May 7, 2020).

The ISCEWC concept of Makassar City which was formed by the community-based government which was originally expected to be an integrated service centre includes referral centre, business consultation centre, reproductive health

consultation, legal consultation, integrated crisis centre (ICC), ISC, centre trauma recovery (CTR or trauma centre), women's crisis centre (WCC), training centre, science and technology information centre (TCSTIC), safe house (shelter), halfway house, or other forms. However, the future concept is expected to be a community-based institution that acts as a crisis unit. By providing compliant services, health, social rehabilitation, counselling, legal assistance, repatriation and social reintegration (for victims of trafficking) by expanding the function of services, namely promotion and empowerment services for victims of violence.

Women's empowerment is intended for women victims who have received protection, are free from discrimination and violence, will become independent women and can make decisions, in supporting the realization of gender equality in various fields of development as a crisis centre unit in efforts to protect women and children from violence. ISCEWC includes information centres, consultation centres, complaints services, early-level health services, social rehabilitation services, spiritual guidance services, outreach services, legal aid services, repatriation and social reintegration services, referral centres, temporary shelters and collection of data on violence and empowerment. The institutional structure of ISCEWC in the regions is in the form of structure and non-structure. Some are in the form of Regional Technical Implementation Units (Echelon III/IV), the ISCEWC institutional structure is under the coordination of the Office of Women's Empowerment and Child Protection, either directly parenting (mostly) or having separate authority. At the beginning of its formation in 3 (three) regions, namely Lampung Province, Sidoarjo Regency and Bandung Regency, it had been used as a pilot project and until 2013 it had been formed in 34 Provinces and 264 Regencies/Cities. This is due to the high concern and commitment of the Provincial, Regency and City Governments in realizing gender equality, through the formation of ISCEWC.

CONCLUSIONS AND RECOMMENDATIONS

The process of institutional revitalization in ISCEWC of Makassar City, Indonesia began in 2006. Facilities and infrastructure are still very limited, until 2020 already has its own office and many facilities have been provided to serve victims of violence. Makassar City is one of the relatively advanced ISCEWC in Indonesia. The ISCEWC revitalization process for Makassar City is carried out in the form of institutional arrangements for services focused on the organizational level starting from 2006 to 2020 where previously the status of a section or office was then changed to the Office which was followed by the revitalization of tasks. principal and its function in serving the cases of women and children in Makassar City. Based on the description, it is recommended that ISCEWC of Makassar City continue to improve its performance in carrying out various kinds of services and assistance so that the facilities and infrastructure provided at the Office must be maximally adequate.

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