

**THE STRATEGIC PLANNING OF THE NORTH KALIMANTAN PROVINCIAL
GOVERNMENT IN ACHIEVING A CHILD-FRIENDLY PROVINCE
(A STUDY ON INSTITUTIONAL ASPECTS
IN THE IMPLEMENTATION OF CHILD-FRIENDLY REGENCIES/CITIES
IN THE NORTH KALIMANTAN PROVINCE)**

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ABSTRACT

The aim of this research is to comprehend and develop a set of strategies related to the steps that will be taken by the North Kalimantan Provincial Government in achieving a Child-Friendly Province. A Child-Friendly Province is an accolade for the Provincial Government for its efforts in mobilizing and coordinating all regencies/cities within its jurisdiction to create Child-Friendly Regencies/Cities (KLA). According to the Minister of Women's Empowerment and Child Protection Regulation Number 12 of 2022 on the Implementation of Child-Friendly Regencies/Cities, KLA is a developmental system that guarantees the fulfillment of children's rights and their specific protection through planned, comprehensive, and sustainable measures. KLA is executed while considering institutional aspects and the five clusters of children's rights fulfillment. This research primarily focuses on the policy direction of KLA in the North Kalimantan Province from an institutional perspective. The research method used is a descriptive qualitative research approach and a documentary analysis study. The findings of this research indicate that the institutional aspect plays a crucial role as the primary driver in achieving KLA in the North Kalimantan Province, with attention to three indicators: KLA regulations/policies, strengthening of KLA institutions, and the role of civil society organizations, mass media, and the business community. The study also draws several conclusions and recommends strategies for achieving KLA and a Child-Friendly Province in North Kalimantan.

KEYWORDS:

Strategy, Child-Friendly Regencies/Cities, Institutional Aspects

INTRODUCTION

Indonesia's 2045 vision has four main pillars that depict the nation's future outlook, and one of them is the "Human Development and Mastery of Science and Technology" pillar. Within this vision, the concept of the "2045 Golden Generation" emerges, referring to Indonesia's young generation as the nation's successors, contributing to innovation and leading the nation to higher achievements. The implementation of Child-Friendly Regencies/Cities (KLA) policies, ensuring the best access for children to quality education, healthcare, and a safe environment, plays a crucial role in preparing the 2045 Golden Generation. Data indicates that almost one-third of Indonesia's population is composed of children.

Indonesia's population is approximately 272,682,515 people (Interim Population Projection 2020-2023, BPS 2021). Out of this population, around 79,486,424 individuals fall in the category of children (0-17 years old). Meanwhile, the remaining 193,196,091 people, or approximately 70.85 percent, are adults. Therefore, the success of the 2045 Golden Generation greatly depends on the integration of Child-Friendly Regencies/Cities policies with the goal of sustainable national development.

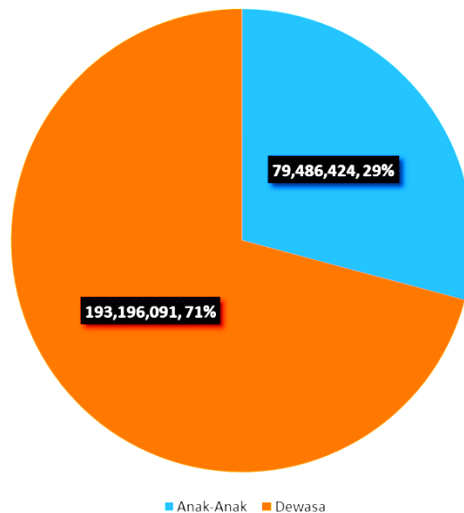


Figure 1. Number and Percentage of Child and Adult Population
Source: Compiled by the Author from the 2022 Indonesian Child Profile Book

The Indonesian government, in its effort to realize 'Indonesia Layak Anak (IDOLA) 2030,' has developed Child-Friendly Regencies/Cities (KLA) policies through the Ministry of Women's Empowerment and Child Protection of the Republic of Indonesia. This policy is implemented as a commitment and support from Indonesia on the international stage to achieve 'A World Fit for Children' (UNICEF: 2002). 'A World Fit for Children' is based on the Geneva Declaration on the Rights of the Child of 1924, which was later adopted by the United Nations General Assembly in 1959, declaring the rights of children internationally. This declaration eventually led to the Convention on the Rights of the Child (KHA) document in 1989. The Indonesian government ratified the CRC through Presidential Decree Number 36 of 1990 concerning the Ratification of the Convention on the Rights of the Child.

Presidential Decree Number 36 of 1990 concerning the Ratification of the Convention on the Rights of the Child later served as the basis for the enactment of Law Number 23 of 2002 on Child Protection and Law Number 35 of 2014 on Amendments to Law Number 23 of 2002 on Child Protection. Child-Friendly Regencies/Cities (KLA) were initially implemented based on the State Minister for Women's Empowerment of the Republic of Indonesia Regulation Number 02 of 2009 regarding Child-Friendly Regencies/Cities policies, with the development process having started in 2006. However, over time, the commitment to child protection has been further strengthened. In 2011, the regulation was



updated with the State Minister for Women's Empowerment and Child Protection of the Republic of Indonesia Regulation Number 11 of 2011, which focused more on the development of Child-Friendly Regencies/Cities.

The development of Child-Friendly Regencies/Cities policies continues to progress toward more concrete actions to secure the future of the younger generation. The most recent regulation in effect is the State Minister for Women's Empowerment and Child Protection Regulation Number 12 of 2022 regarding the Implementation of Child-Friendly Regencies/Cities. Through this regulation, specific goals and efforts to create a child-friendly environment that supports the optimal development of children in Regencies/Cities can be realized.

According to the Ministerial Regulation, Child-Friendly Regencies/Cities (KLA), or simply KLA, are regions with a development system that ensures the fulfillment of children's rights and their special protection in a planned, comprehensive, and sustainable manner. According to Lynch in Widiyanto (2012: 211), the concept of Child-Friendly Cities (CFC), subsequently known as Child-Friendly Regencies/Cities (KLA), initially originated from a project initiated by UNESCO under the Growing Up City program. This program was tested in four selected countries: Argentina, Australia, Mexico, and Poland. The program aimed to understand how a group of teenagers assess and use their spatial environment.

Subsequently, the concept of Child-Friendly Cities was introduced by UNICEF with the goal of creating conditions that respect children's rights through objectives, policies, programs, and local government structures (Widiyanto, 2012: 214). Child-Friendly Regencies/Cities developed by UNICEF are based on the research of Kevin Lynch (1977) regarding "Children's Perception of the Environment" in Melbourne, Warsaw, Salta, and Mexico City from 1971 to 1975. The research showed that the best environment for children is one with a strong physical and social community, clear and firm rules, opportunities for children, and educational facilities that allow children to learn and explore their surroundings and the world.

Child-Friendly Regencies/Cities (KLA) policies in regional development planning are policies that focus on fulfilling children's rights and providing special protection for children in the development of infrastructure and public facilities, such as safe and adequate roads, safe parks and play areas, and proper healthcare and education services. In regional development planning, as per Riyadi and Deddy (2005:7), it is a process that involves various elements to utilize and allocate available resources to enhance social well-being in a specific regional or local environment within a certain timeframe. Therefore, KLA in regional development planning must be developed with a strategic plan at each stage, from planning to execution and monitoring.

KLA is implemented by considering institutional aspects and five clusters of children's rights, including: 1.) cluster of civil and freedom rights; 2.) cluster of family environment and alternative care; 3.) cluster of basic health and welfare; 4.) cluster of education, leisure time, and cultural activities; 5.) cluster of special protection.



The North Kalimantan Provincial Government bears a significant responsibility in achieving the Child-Friendly Province status, especially given the fact that the North Kalimantan Province is relatively young and faces diverse challenges, including cultural diversity and a geographical location in a border area. A Child-Friendly Province is an accolade for the Provincial Government for its efforts in mobilizing and coordinating all regencies/cities within its jurisdiction to create Child-Friendly Regencies/Cities. Efforts to achieve this goal need to be planned with a focused and holistic strategy to address the specific dynamics in North Kalimantan, thus creating a conducive environment for children's development.

In formulating a focused and holistic strategy for policy implementation, one of the instruments or concepts is strategic management. David (2004) states that strategic management is the art and science of planning, implementing, and evaluating decisions. Strategic management focuses on allocating resources to achieve organizational goals. The planning phase is a fundamental part of strategic management, including defining the mission, identifying internal strengths and weaknesses, identifying external opportunities and challenges, and making decisions.

In the concept of strategic management, there is strategic planning, which is the initial phase of the overall strategic management concept. Bryson (2004) defines strategic planning as a deliberative and disciplined approach to generate fundamental actions that shape and guide what an organization (or other entity) does and why. The research focus emphasized in this study is related to strategic planning carried out by the North Kalimantan Provincial Government, particularly in the institutional aspects of the implementation of Child-Friendly Regencies/Cities in the North Kalimantan Province.

RESEARCH METHODS

In an effort to understand the conditions in strategic planning, especially the Strategy of the North Kalimantan Provincial Government in Achieving a Child-Friendly Province (A Study on Institutional Aspects in the Implementation of Child-Friendly Regencies/Cities in the North Kalimantan Province), the author applied a qualitative research method. Qualitative research is aimed at comprehending phenomena that occur and are experienced by research subjects in their natural context (Moleong, 2016). The qualitative research methods used in this study include document analysis, naturalistic observation, and focus interviews. The author employed a documentary analysis approach to reveal information within the specific research field (Nawawi, 1998).

The components of this research method include description, analysis, and interpretation of findings in clear and precise terms (Sulistyo-Basuki 2006, 111). Specifically, the document analysis conducted in this research involves citation analysis of documents related to the development of Child-Friendly Regencies/Cities (KLA) policies at the national level and, more specifically, within the North Kalimantan Provincial Government.

In this study, two types of data sources were utilized: primary and secondary data. The selection of primary data was based on the research subject's capacity to provide comprehensive and required information. By definition, primary data refers to firsthand data collected directly by the researcher. The researcher was highly involved in the data collection process, which involved observations and interviews to gather primary data.

On the other hand, secondary data comprises information that was collected by others previously. This data typically originates from the past but remains relevant to the research topic and can be used as a data source. The secondary data in this research consisted of various internal and external documents within organizations, articles, journals, websites, and government publications related to the development of KLA policies. Data analysis techniques in this research followed the steps of 'data reduction, data display, and conclusion drawing/verifying' (Gunawan, 2013).

RESULTS AND DISCUSSION

The Implementation of Child-Friendly Regencies/Cities (KLA) in North Kalimantan

The province of North Kalimantan is relatively young, established based on Law Number 20 of 2012 on November 16, 2012, which was previously approved as a new province during a plenary session of the DPR (People's Consultative Assembly) on October 25, 2012. Before becoming a separate province, North Kalimantan was a part of the East Kalimantan Province. The formation of the North Kalimantan Province resulted from the government's inability to provide maximal services due to the vastness of the parent province's territory (East Kalimantan), which had a land area of 127,267.52 km² and a sea area of 25,656 km².

The Local Governments of regencies/cities in North Kalimantan have initiated the development of Child-Friendly Regencies/Cities (KLA) in their respective areas, and as of 2022, out of the five regions (Tarakan City, Bulungan Regency, Nunukan Regency, Malinau Regency, and Tana Tidung Regency), two regencies/cities have received recognition from the Ministry of Women's Empowerment and Child Protection of the Republic of Indonesia in the form of KLA Awards. These two regions are Bulungan Regency and Tarakan City. Bulungan Regency has received a 'Pratama' category designation for KLA development since 2019, while Tarakan City received a primary category KLA award in 2022."

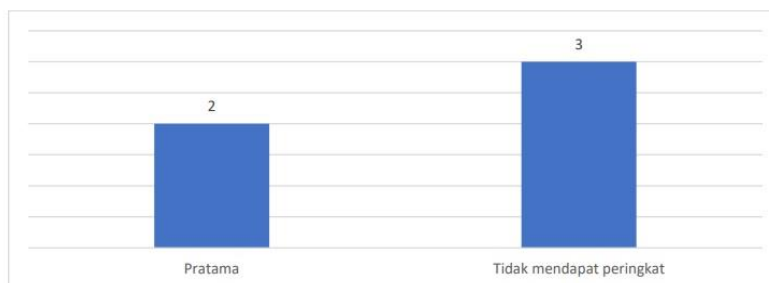


Figure 2. The Number of Child-Friendly Regencies/Cities (KLA) in North Kalimantan
Source: Compiled by the author

According to data from the North Kalimantan Provincial Office of Women's Empowerment, Child Protection, Family Planning, and Population Control (DPPPAPPKB), in the self-evaluation of the 2022 Child-Friendly Regencies/Cities (KLA) scores, Tarakan City and Bulungan Regency achieved scores with a 'Pratama' criteria/predicate, while other regions, namely Malinau Regency, Nunukan Regency, and Tana Tidung Regency, received scores that were not optimal.

Table 1. Self-Evaluation of Child-Friendly Regencies/Cities (KLA) Scores for the Year 2022 in North Kalimantan Province

Regencies/Cities	Scores
Tarakan	616.40
Bulungan	674,.50
Nunukan	377.30
Malinau	76.80
Tana Tidung	85.00

Source: DPPPAPPKB North Kalimantan Province

Based on North Kalimantan Regional Regulation Number 1 of 2021 concerning the Protection of Women and Children and Presidential Regulation Number 25 of 2021, the government, in the development of Child-Friendly Regencies/Cities (KLA), can be seen in the implementation of government programs/activities and constantly creating new innovations aimed at fulfilling the interests of children. These programs are designed based on the 5 clusters of children's rights, namely the cluster of civil and freedom rights, the cluster of family environment and alternative care, the cluster of basic health and well-being, the cluster of education, leisure time, and cultural activities, and the cluster of special protection. Some of the programs based on the 5 clusters implemented by the Regional Governments of Regencies/Cities in the North Kalimantan Province include:

- a. Cluster of Civil and Freedom Rights
 - Providing free birth certificates for children aged 0-18 years
 - Establishing children's forums at every sub-district level
 - Creating reading corners, smart gardens, reading gardens, or small libraries
- b. Cluster of Family Environment and Alternative Care
 - Registering the percentage of marriages under 18 years of age
 - Providing counseling institutions for parents/families on child upbringing and care
 - Providing child social welfare institutions
- c. Cluster of Basic Health and Well-being
 - Recording and reducing infant mortality rates
 - Conducting nutrition deficiency assessments for toddlers
 - Creating Child-Friendly Health Centers (Puskesmas Ramah Anak)
- d. Cluster of Education, Leisure Time, and Cultural Activities

- Registering the participation rates of early childhood education
 - Percentage of the implementation of the 12-year education program
 - Percentage of child-friendly schools
 - Providing facilities for creative and recreational activities that are child-friendly, outside of school, and accessible to all children
- e. Cluster of Special Protection
- Facilitating children in need of special protection and providing services
 - Having a disaster management mechanism that takes into account children's interests
 - Establishing a disaster management mechanism that considers children's interests

Institutional Aspects in the Implementation of Child-Friendly Regencies/Cities (KLA) in North Kalimantan

In the implementation of Child-Friendly Regencies/Cities (KLA), there are substantive indicators of child rights and institutions grouped into KLA clusters as follows:

1. Institutional Aspects
2. Cluster I: Civil and Freedom Rights
3. Cluster II: Family Environment and Alternative Care
4. Cluster III: Basic Health and Well-being
5. Cluster IV: Education, Leisure Time, and Cultural Activities
6. Cluster V: Special Protection

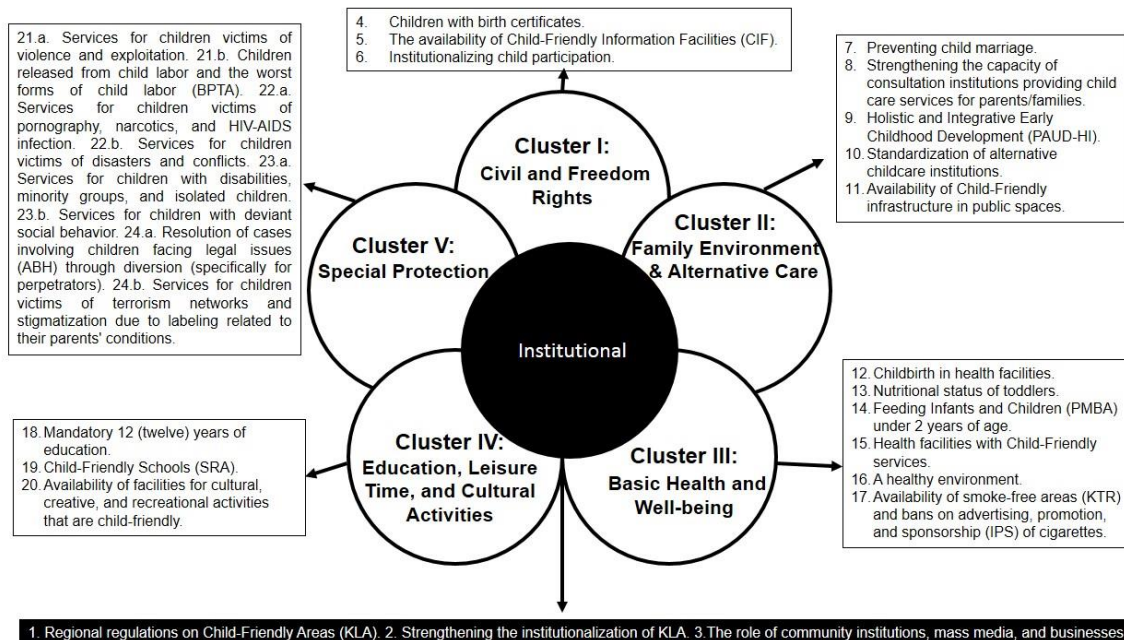


Figure 3. Cluster and Indicators of Child-Friendly Regencies/Cities
Source: Child-Friendly Regencies/Cities Evaluation Profile 2022, Ministry of Women's Empowerment and Child Protection

The institutional aspect in the implementation of Child-Friendly Regencies/Cities (KLA) based on the Minister of Women's Empowerment and Child Protection Regulation Number 12 of 2022 on the Implementation of KLA has indicators including:

1. Regional Regulations/ Policies on KLA
2. Strengthening KLA Institutions
3. The Role of Community Institutions, Mass Media, and Business in Fulfilling Child Rights and Special Child Protection

For the first indicator in the institutional aspect, regional regulations/policies on KLA detail the substance of the five KLA clusters comprehensively. These regulations/policies can be drafted in the form of regional regulations on KLA, regional regulations on child protection (Perlindungan Anak), regency/municipal regulations (Peraturan Bupati), or mayoral regulations (Peraturan Walikota).

In implementing this indicator, the North Kalimantan government has issued several regulations, including Regional Regulation Number 1 of 2021 concerning the Protection of Women and Children, and North Kalimantan Governor Regulation Number 43 of 2019 on the Guidelines for Developing KLA at the Provincial Level.

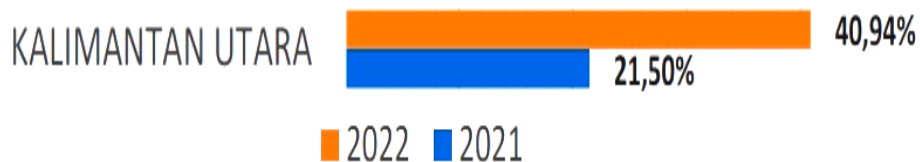


Figure 4. Comparison of KLA Evaluation Scores for Indicator 1: Availability of Regional Regulations/Policies on Child-Friendly Regencies/Cities (Kab/Kota Layak Anak) for the Year 2021 and Indicator 1: Regional Regulations/Policies on Child-Friendly Regencies/Cities for the Year 2022

Source: Child-Friendly Regencies/Cities Evaluation Profile 2022, Ministry of Women's Empowerment and Child Protection

The second indicator encompasses the establishment of Child-Friendly Regencies/Cities (KLA) Task Forces, KLA Regional Action Plans (RAD KLA), and KLA Profiles. The KLA Task Force is a coordinating body at the regency/municipal level that coordinates policies, programs, and activities to achieve KLA. RAD KLA is a document that contains policies, programs, and activities to realize KLA. RAD KLA serves as an important reference for developing KLA systematically, purposefully, and effectively. The KLA Task Force and relevant parties involved in the preparation of RAD KLA need to consider and align with the National Medium-Term Development Plan (RPJMN), Regional Medium-Term Development Plan (RPJMD), Regional Strategic Plan (Renstrada), Vision, Mission, Policies, and Programs. The KLA Profile provides a comprehensive overview of the situation of children in the region, assisting in more targeted planning. The KLA Profile includes sorted data that describes the situation of children in the five KLA clusters. It also includes interventions that have been/will be carried out, including policies/regulations issued per cluster, regional implementing agencies for policies/regulations, the situation of human resources

implementing KLA policies/regulations (per cluster and/or per work unit) who are trained and untrained in child protection, programs in implementing KLA policies, and budgets for KLA policy implementation.

Related to some components of the second indicator, namely the KLA Task Force, RAD KLA, and KLA Profile, the North Kalimantan Provincial Government has formed a Provincial-level KLA Task Force based on the North Kalimantan Governor's Decree Number 188.44/K.404/2019 on the Establishment of the Child-Friendly Regencies/Cities (KLA) Task Force of North Kalimantan Province. Based on the analysis of North Kalimantan Governor Regulation Number 43 of 2019 concerning the Guidelines for Developing KLA at the Provincial Level, it is observed that the RAD KLA for North Kalimantan Province has not yet been fully developed. According to observations and interviews, the preparation of RAD KLA for North Kalimantan Province is still in progress by the KLA Task Force of North Kalimantan Province.



Figure 5. Comparison of KLA Evaluation Scores for Indicator 2: Strengthening the Institutions of Child-Friendly Cities (KLA) for the year 2021 and Indicator 2: Strengthening the Institutions of Child-Friendly Cities (KLA) for the year 2022

Source: Child-Friendly Regencies/Cities Evaluation Profile 2022, Ministry of Women's Empowerment and Child Protection

Furthermore, for the KLA Profile component and the indicator of the Role of Community Institutions, Mass Media, and Business World in Meeting the Rights of Children and Special Child Protection, the Government of North Kalimantan Province, represented by the KLA Task Force, carries out the task of facilitating and providing technical assistance to the Districts/Cities.



Figure 6. Comparison of the KLA evaluation scores for Indicator 3: Involvement of Community Organizations, Business World, and Mass Media in Meeting the Rights and Special Protection of Children in 2021 and 2022

Source: Child-Friendly Regencies/Cities Evaluation Profile 2022, Ministry of Women's Empowerment and Child Protection

ABC's of Strategic Planning On Institutional Aspects

Strategic management is an approach to strategizing by public organizations or other entities which integrates strategy formulation and implementation and typically includes strategic planning to formulate strategies, ways of implementing strategies, and continuous

strategic learning. (Bryson,2004). Strategic planning as deliberative, disciplined approach to producing fundamental decisions and actions that shape and guide what an organization (or other entity) is, what it does, and why. (Bryson,2004)

Bryson and Aslton (2004) summarize it in the ABC of Strategic Planning theory. "A" itself contains where you are which is an effort to find out through a deliberative process where the current condition of the organization is. While "B" contains where you want to go which is the condition in which the final organization of the process is expected. And the last "C" which is how to get there which is a systematic way of how the final condition of the organization can be achieved.

Applying ABC's strategic planning theory to the development of Child-Friendly Cities (KLA) in North Kalimantan requires an integrated approach to three indicators from the institutional aspect.

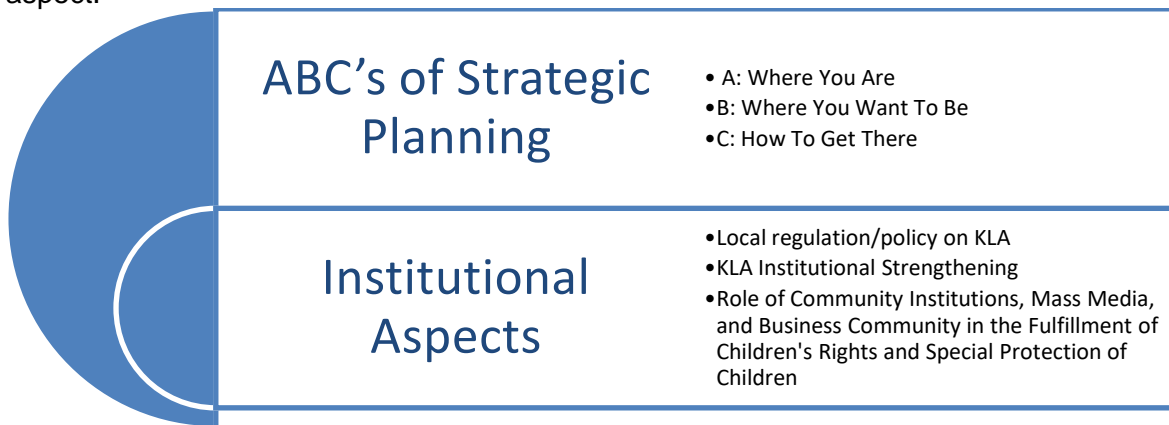


Figure 7. ABC's Strategic Planning

Source: Compiled by the author

(A: Where You Are)

- Define the vision, mission, and values to be achieved in the development of a Child-Friendly City. This strategy is implemented at the KLA planning stage.
- Establish an organizational structure that includes a special unit or team to manage the KLA program.
- North Kalimantan KLA Task Force (GT) has been established, but its focus is more on government and does not yet include cross-sector cooperation with community organizations, mass media and businesses. Internal coordination is not optimal, and there may be a lack of clarity in roles and responsibilities.
- RAD KLA North Kalimantan Province is still in the formulation stage. The action plan is not yet specific and measurable. Implementation of the steps may not have started yet or be coordinated.
- Community organizations, mass media and businesses may have shown interest, but collaboration has not been strong and has not had a significant impact on the fulfillment of children's rights and special protection of children.

(B: Where You Want To Be)



- Strong local regulations or policies that specifically address children's rights and the special protection of children in the region. These regulations should be comprehensive and standards compliant.
- The KLA Task Force should be an active platform of coordination and collaboration between all stakeholders. It should include cross-sector representation, including community organizations, mass media, and businesses. The Task Force should understand and articulate the needs of children and the special protection of children in the area.
- RAD KLA should be a clear and measurable guide to direct the implementation of KLA programs. RAD should contain clear targets in the fulfillment of children's rights and special protection of children. The implementation of steps in the RAD should be well structured and coordinated.
- Community organizations, mass media and businesses should be active partners in the fulfillment of children's rights and special protection of children. They can assist in raising public awareness, campaigning on children's issues and supporting program financing.

(C: How To Get There)

- Form a team or working group consisting of legal experts, academics, government and community organizations to draft a local regulation or KLA policy. Conduct an in-depth study of KLA principles and relevant child issues. Involve various stakeholders in the public consultation process. Submit the draft regulation or policy to the local government for legalization.
- Evaluate the composition of the Task Force and ensure there is sufficient representation from different sectors. Socialize the roles and responsibilities of each member. Organize regular meetings involving all members to share information and plan joint programs. Provide training for Task Force members on children and child protection issues.
- Organize RAD validation sessions with all stakeholders to ensure the appropriateness and accuracy of the measures. Provide measurement and monitoring tools for each target in the RAD. Set realistic timelines for implementation and assign responsibility to Task Force members and relevant stakeholders to oversee and report on progress.
- Identify relevant institutions and establish formal partnerships. Establish a forum or special meeting to discuss their involvement in KLA. Cooperate in organizing educational campaigns, seminars or special programs that support the fulfillment of children's rights and special protection of children.

CONCLUSION

This research analyzes the strategies of the Government of North Kalimantan Province in achieving Child-Friendly Province status, with a focus on the institutional aspects within Child-Friendly Districts/Cities. The research findings reveal key insights into successes, challenges, and recommendations for improving the attainment of the Child-Friendly Province status. The research conclusions outline strategic steps to enhance North Kalimantan Province's efforts in protecting the rights and well-being of children.



Strategy (Strategic Planning) Institutional Aspect

1. Local regulation/policy on KLA

- a. Form a team or working group to formulate a local regulation (Perda) or North Kalimantan KLA policy.
- b. Conduct an in-depth study of KLA standards and principles to be accommodated in the local regulation or policy.
- c. Involve legal experts, academics and community representatives in the drafting of local regulations or policies.
- d. Ensure coordination with relevant agencies and a clear monitoring mechanism in the implementation of local regulations or policies.

2. KLA Institutional Strengthening

- a. Establish a KLA Task Force (Gugus Tugas) involving representatives from government, community organizations, the business community, mass media, and child and protection experts.
- b. Formulate a KLA Local Action Plan (RAD) that identifies concrete steps to achieve KLA goals.
- c. Develop a North Kalimantan KLA profile that includes an in-depth analysis of child conditions and protection challenges in the region.
- d. Establish clear governance and tasks for the KLA Task Force in planning, implementing and monitoring the RAD and engaging the community.

3. Role of Community Institutions, Mass Media, and Business Community in the Fulfillment of Children's Rights and Special Protection of Children

- a. Organize meetings or dialogues between community institutions, mass media, businesses and other stakeholders to discuss their roles and responsibilities in fulfilling children's rights and protecting children.
- b. Develop guidelines or frameworks for community institutions, mass media and businesses on how they can support KLA.
- c. Conduct training and capacitation for community institutions, mass media and businesses on child issues and child special protection.
- d. Establish strategic partnerships with mass media for awareness and education campaigns.

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