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## **Implementation of the Gender Mainstreaming Policy in Supporting Sustainable Development in Kotamobagu City**

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**Abstract.** This research aims to describe and analyze the Implementation of Gender Mainstreaming (PUG) in Supporting Sustainable Development in Kotamobagu City. This research uses a descriptive qualitative approach, with 10 predetermined informants with data collection techniques namely observation, interviews and documentation with data analysis techniques through data reduction, data presentation and verification conclusion drawing. The results showed that the implementation of gender mainstreaming in Kotamobagu City faces significant challenges in various aspects that have an impact on its not optimal implementation. From the commitment sub-focus, limited understanding of the apparatus and inadequate budget allocations cause gender responsive policies and programs to be unevenly distributed at all levels of government, so that vulnerable groups such as people with disabilities and people with economic limitations have not been optimally accommodated. In the policy sub-focus, the lack of capacity of government officials and the unequal distribution of resources, especially in remote areas, further exacerbates the gap between policies and their implementation in the field. After that, in the resource sub-focus, limited time and budget for continuous training hinder the strengthening of apparatus competencies in integrating gender perspectives into the planning and implementation of development programs. In addition, the disaggregated data management sub-focus is still constrained by inadequate information systems and weak coordination between institutions, so that existing data has not been fully utilized to design gender-based policies. Therefore, it is necessary to strengthen commitment, increase human resource capacity, effective data management systems, and cross-sector coordination to support inclusive sustainable development in Kotamobagu City.

**Keywords.** Policy Implementation, Gender Mainstreaming (PUG), Sustainable Development

### **A. Introduction**

Sustainable development is development that always pays attention to various dimensions, both economic, social and environmental dimensions that aim for the welfare of society (Strezov et al., 2017) [1]. Various scientists are trying to explore the concept of Sustainable Development Goals (SDGs). SDGs are national and global commitments for the welfare of society, which have 17 goals, namely: 1) No Poverty; 2) No Hunger; 3) Healthy and Prosperous Life; 4) Quality Education; 5) Gender Equality; 6) Clean Water and Sanitation; 7) Clean and Affordable Energy; 8) Decent Work and Economic Growth; 9) Industry, Innovation and Infrastructure; 10) Reduced Inequalities; 11) Sustainable Cities and Settlements; 12)

Responsible Consumption and Production; 13) Addressing Climate Change; 14) Ocean Ecosystems; 15) Terrestrial Ecosystems; 16) Peace, Justice and Resilient Institutions; and 17) Partnerships for the Goals (Ngoyo, 2015) [2].

Gender equality will be an important concern in this study, gender equality is an equal condition for men and women to obtain opportunities and their rights as human beings in order to be able to play a role and participate in political, economic, social, cultural, defense and security activities and equality in enjoying the results of development (Sulistyowati, 2020) [3]. The sustainable development goal of “gender equality” addresses ending violence and discrimination against women and ensuring women have equal opportunities in all aspects of life.

In the Regulation of the Minister of Home Affairs Number 15 of 2008, it is explained that gender mainstreaming or PUG is a strategy built to integrate gender into an integral dimension of planning, preparation, implementation, monitoring and evaluation of development policies, programs and activities in the region. Gender mainstreaming is a tool to achieve gender equality. Gender mainstreaming aims to implement planning, preparation, implementation, monitoring, and evaluation of development policies and programs with a gender perspective in order to realize gender equality and justice in family life, society, nation and state (Handayani & Widodo, 2016) [4].

To implement the mandate of the Minister of Home Affairs Regulation No. 15/2008 mentioned above, as a form of commitment to the implementation of Gender Mainstreaming in Kotamobagu City, the Kotamobagu City Government has stipulated Mayor's Regulation No. 17/2002 on Guidelines for the Implementation of Gender Mainstreaming in Kotamobagu City.

In Chapter III of the Planning Section, article 3 of Mayor Regulation Number 17 of 2022 states: (1) Local governments are required to prepare gender-responsive development policies, programs and activities as outlined in the Regional Medium-Term Development Plan (RPJMD) and Regional Apparatus Strategic Plan; (2) The preparation of gender-responsive policies, programs and activities as referred to in paragraph (1) is carried out through gender analysis; (3) The preparation of gender-responsive RPJMD, Strategic Plans and Regional Apparatus Work Plans as referred to in paragraph (2) is under the coordination of the Regional Research and Development Planning Agency.

This Gender Mainstreaming policy is not only implemented through programs and activities, but also must take the form of ideas, as well as changing perspectives and ways of thinking. Gender mainstreaming refers to gender equality through policies and programs that consider the aspirations, needs, problems of men and women in the planning, implementation, monitoring and evaluation of all forms of policies and programs in various fields of development. Implementation of Gender Mainstreaming is a form of gender integration as a policy to support development (Pratama, 2017) [5]. Bappenas (2020) in Siregar (2022) explains that equitable and sustainable development must ensure equal access for men and women to productive resources and have equal rights of participation [6].

In the Regulation of the Minister of Women's Empowerment and Child Protection of the Republic of Indonesia number 7 of 2018 concerning Indicators for monitoring and evaluating the implementation of women's empowerment and child protection development. Where the indicator is intended as a measure in monitoring and evaluating gender mainstreaming. The indicators are used by the Ministry / institution to determine the success of the performance of a program or activity related to the implementation of gender mainstreaming in the Regency/City (Dian, 2018) [7].

Based on the results of monitoring and evaluation by the Central Government in this case the Ministry of Women's Empowerment and Child Protection of the Republic of Indonesia on the implementation of gender mainstreaming in Kotamobagu City for the period 2018 - 2022 through the Anugerah Parahita Ekapraya (APE) Award, the Kotamobagu City Government received the Pratama Category Award in the sense that the support for policies, programs and activities to realize gender equality in Kotamobagu City is still lacking or not optimal. Anugerah Parahita Ekapraya (APE) is an award given by the Government as a form of recognition of the commitment and role of Provincial / regency / city leaders in efforts to realize gender equality and women's empowerment in various fields of development, the Kotamobagu City Government does not yet have a Gender Analysis document in the preparation of planning policies, programs and activities as outlined in the RPJMD, Renstra and Regional Apparatus Work Plans as applicable provisions. That it is found that the Mayor's Regulation Number 17 of 2022 Chapter III Planning Section Article 3 is not implemented and carried out as it should be.

Then in addition to problems at the planning stage, other problems also arise before the implementation of this policy in the future, namely there are problems in the process of fulfilling the prerequisites in the implementation of gender mainstreaming in Kotamobagu City.

The implementation of gender mainstreaming (PUG) policy in Kotamobagu City, despite efforts through various programs and regulations, still faces a number of significant challenges. One of the main obstacles is the lack of fulfillment of prerequisites in PUG, which include commitment, resources, disaggregated data, analytical tools, and community participation. Each of these prerequisite elements is crucial to building policies that are responsive to gender needs, but in practice, various obstacles still hinder the optimization of these prerequisites. Lack of commitment or resources often results in a lack of coordination between institutions, which in turn makes the implementation of gender mainstreaming policies ineffective.

One area of PUG implementation that is still experiencing problems is the Women's Empowerment and Child Protection (PPPA) program, particularly in the activities of the Women and Child Protection Task Force (PPA Task Force). The PPA Task Force, which should be at the forefront of the protection and empowerment of women and children, is constrained in carrying out its functions. Limited budget and adequate human resources are one of the main factors that prevent the PPA Task Force from moving optimally. In addition, the lack of continuous training and high rotation of positions add to the obstacles in ensuring continuous protection and advocacy for women and children.

These constraints in the implementation of PUG programs have a direct impact on the community, especially women and children who are the main targets. The inability of the PPA Task Force to run the program optimally means that many cases of violence or discrimination that occur in the community are not handled properly. This not only affects the individual victims, but also has a negative effect on the social environment around them. The unaddressed problems certainly hamper the sustainable development goals in Kotamobagu City, especially in terms of realizing a safe and fair environment for all citizens, regardless of gender or age.

In addition to operational issues at the Task Force level, the implementation of PUG policy in Kotamobagu City is also not supported by adequate disaggregated data. Accurate and easily accessible disaggregated data is essential for gender-responsive program planning. However, efforts to collect and manage disaggregated data are still hampered by limited infrastructure and human resources who understand the importance of data in decision-making. Without adequate data, various policies and programs designed will not be able to address the

specific needs faced by women and children, resulting in decreased effectiveness of PUG implementation.

Budget limitations are also a major challenge faced by the Kotamobagu City Government in implementing gender mainstreaming programs, including the PPPA program. Despite budget allocation efforts in the APBD, the available funds are often insufficient for HR training, procurement of analytical tools, and other supporting programs. This limitation often causes several important programs, including socialization and training for communities and government officials, to be hampered or even cancelled. As a result, understanding of the importance of gender mainstreaming does not spread evenly across all levels of society.

Overall, problems in the implementation of PUG policies in Kotamobagu City, particularly related to the main prerequisites and obstacles in the PPPA program in the PPA Task Force, show that the government's efforts in supporting sustainable development still need to be improved. Without resolving these issues, gender-responsive and inclusive sustainable development will still be difficult to achieve in Kotamobagu City. Improvements are needed in terms of resource allocation, ongoing training, increased inter-agency coordination, and increased community participation to strengthen the implementation of PUG and realize a safe, fair and sustainable development environment.

With the above problems, the researcher will conduct research with the title "Implementation of Gender Mainstreaming Policy in Supporting Sustainable Development in Kotamobagu City". The focus of the problem is on the prerequisites of Gender Mainstreaming in supporting sustainable development. This research aims to describe and analyze the Implementation of Gender Mainstreaming in Supporting Sustainable Development in Kotamobagu City.

## **B. Method**

In this research, the author uses a qualitative approach, this research aims to describe and analyze the implementation of gender mainstreaming (PUG) policies in sustainable development in the Kotamobagu City Region. Moleong (2014) in Wawointana et al. (2019) explained that qualitative research as a study that has the aim of being able to understand the phenomena experienced by research subjects such as perceptions, motivations, actions, behaviors, and so on comprehensively or thoroughly describes natural things in the form of words and language, context and uses different natural methods [8].

The focus of this research is the Implementation of Gender Mainstreaming on Gender Mainstreaming Prerequisites in supporting sustainable development in Kotamobagu City with indicators namely: commitment, policy, resources, and disaggregated data. There are 10 informants who work at the Planning, Research and Development Agency and the Women's Empowerment and Child Protection Agency of Kotamobagu City. These informants were determined using purposive sampling technique. Data collection techniques were observation, interview and documentation study. The data analysis technique used is the Miles and Huberman model (2014) in Mamonto et al. (2023): Data Collection, Data Condensation, Data Display, and Conclusion Drawing/Verivying [9]. To strengthen the validity of the data findings and maintain validity, the researcher uses the Lincoln and Gubs model in Moleong (2013): credibility, transferability, dependability, and confirmability [10].

### **C. Result and discussion**

#### **Implementation of Gender Mainstreaming Prerequisites in Kotamobagu City Government**

An analysis of the implementation of prerequisites in Gender Mainstreaming (PUG) in Kotamobagu City Government shows various efforts, challenges and diverse results in supporting gender equality in local development. One of the main focuses is how the government has placed gender mainstreaming as part of sustainable development policy, involving policy commitments, institutions, and adequate disaggregated data. The Kotamobagu City Government has taken the first steps in providing policies and budgets to support the implementation of PUG, with several strategic policies that encourage the participation of women and vulnerable groups in various sectors. This commitment reflects the government's seriousness in integrating a gender perspective, although there are still obstacles in its implementation.

At the institutional level, the Office of Women's Empowerment and Child Protection in Kotamobagu City plays an important role in coordinating the implementation of programs that focus on gender mainstreaming. This institution works together with other agencies to develop gender-based programs and ensure that every policy issued can have a positive impact on women and vulnerable groups. However, there are still some challenges in terms of coordination between agencies and capacity building of human resources related to knowledge of gender issues. This is sometimes an obstacle in the implementation of programs designed to be gender-sensitive, especially in sectors that do not yet have a deep understanding of the urgency of PUG.

Furthermore, the availability of disaggregated data is an important prerequisite that can guide more targeted decision-making and policies. The Kotamobagu City Government has taken steps to collect disaggregated data that enables a more detailed mapping of gender needs and issues. This data is used to design development programs that are responsive to the needs of women and vulnerable groups. However, challenges in ensuring data validity, completeness and updating remain, especially in hard-to-reach areas. The government is trying to address these challenges by working with relevant institutions and strengthening the data management system to make it more effective.

Overall, the analysis of the implementation of PUG prerequisites in Kotamobagu City shows that although there is commitment and supportive policies, improvements are still needed in terms of institutional coordination, human resources, and the quality of disaggregated data. To ensure more effective implementation of PUG, the Kotamobagu City Government needs to strengthen policy socialisation, increase gender-related training for human resources, and improve data management so that it is more accurate and can be used in designing policies.

The following are the results of research and discussion based on research indicators, namely commitment, policy, resources, and disaggregated data.

#### ***Commitment***

Commitment to gender mainstreaming (PUG) is an important prerequisite in supporting sustainable development, especially in local government environments such as the Kotamobagu City Government. Khatimah (2024) states that PUG is a strategy that integrates a gender perspective into every policy, program, and development activity so as to achieve justice and equality for all people [11]. This commitment is not just a formality, but a concrete effort to ensure that development is not only oriented towards economic aspects, but also pays attention to social aspects and gender justice, which are essential for long-term sustainability.

The following are the results of research findings based on commitment indicators obtained from interviews and observations in the field.

**Table 1.** Research Findings Based on Commitment Indicator

Indicator	Findings
Commitment	<p><b>Limited Understanding and Resource Support:</b> Although the Kotamobagu City Government shows commitment to gender mainstreaming, limited understanding among the apparatus and lack of adequate budget allocation are the main obstacles to optimal implementation. Limited understanding of the importance of a gender perspective means that the implementation of gender-responsive policies and programs is uneven across all levels of government, hampering the effectiveness of inclusive development.</p> <p><b>Challenges in Increasing the Involvement of Vulnerable Groups:</b> The impact of the commitment to gender mainstreaming is beginning to be seen with the increased involvement of women in decision-making processes, but the involvement of other vulnerable groups such as people with disabilities and people with economic limitations is still less accommodated. This shows the need to strengthen inclusive approaches so that all vulnerable groups have equal access to development programs, so that sustainable development goals can be achieved as a whole.</p>

*Source: researcher's primary data (2024)*

Commitment is one of the key prerequisites in implementing Gender Mainstreaming (PUG) in Kotamobagu City. This commitment includes the seriousness of the City Government to ensure that development policies, programs and budgets accommodate the principle of gender equality. In the context of PUG, this commitment is realized in the form of clear policies, concrete actions, and adequate resource allocation. A strong commitment will ensure that every stage of planning and implementation of development programs considers the needs and roles of women and other vulnerable groups.

In Kotamobagu City, the government's commitment to gender mainstreaming is reflected in several aspects, such as the formulation of local policies that support PUG and budget allocations that consider gender needs. In addition, local leaders and stakeholders are expected to show consistent commitment by encouraging inclusive policies in all development sectors. Support and attention from the local government is an important factor so that each relevant agency actively integrates a gender perspective in operational activities and program implementation.

However, there are still challenges in implementing PUG commitments. Some of these include a limited understanding of gender equality among policy makers and limited budget allocations for gender-sensitive programs. Another challenge is the perception in the community that is less supportive or even less understanding of the importance of PUG in creating inclusive development. To overcome this, continuous education and socialization efforts are needed so that understanding of the importance of gender equality is increasingly widespread in all circles, including in the government.

In facing these challenges, the Kotamobagu City Government also needs to strengthen cross-sectoral coordination so that commitment to PUG can be realized in an integrated and equitable manner in all lines of policies and programs. In addition, support from all levels of society and non-governmental organizations is also needed to strengthen the commitment of the local government. With a strong commitment, Kotamobagu City can continue to encourage the realization of gender-equitable development, which not only benefits women and vulnerable groups, but also supports the achievement of sustainable development in the region.

In Kotamobagu City, the commitment to implement Gender Mainstreaming (PUG) has shown positive developments, especially through the cooperation between the central government and local government. This cooperation is an important foundation in strengthening efforts to integrate PUG at all stages of the development process, from the planning, implementation and evaluation stages of the program. The synergy between the central and local governments allows for more effective coordination in implementing PUG policies, which is expected to achieve more inclusive and equitable development goals.

Through this collaboration, the central government provides guidance, regulations and technical assistance that support the implementation of PUG in the regions. On the other hand, the Kotamobagu City government is responsible for adapting the policy to suit local needs and contexts. With support from the center, local governments have access to training, capacity building and other resources needed to properly implement PUG. This is crucial so that development policies and programs are truly responsive to gender issues and able to improve the involvement and welfare of all community groups.

This commitment is evident not only in the policy guidelines but also in the practice of integrating gender mainstreaming into sectoral activities. Cooperation between the central and local governments enables evaluation of gender-based development programs to be conducted in a more measurable and comprehensive manner. This evaluation serves as a reference for further policy improvements, so that the impact of PUG can be continuously improved and adjusted to the dynamics of gender needs in the field. The presence of central and regional cooperation is clear evidence that Kotamobagu City is committed to creating equitable and sustainable development, based on gender equality as one of the main prerequisites.

Based on the research findings on the commitment sub-focus in Kotamobagu City Government, commitment in the implementation of Gender Mainstreaming (PUG) shows a consistent effort to integrate a gender perspective in various aspects of development. This is in line with the commitment theory proposed by Glickman (2007), where commitment is seen as an attitude that reflects a person's or institution's willingness to act to achieve the expected goals effectively and efficiently.

In this context, the Kotamobagu City Government showed its willingness to sacrifice time, energy and resources in carrying out cooperation between the central and local governments. This willingness is manifested through a series of policies, budget allocations, and cross-sectoral cooperation that support PUG implementation from planning, implementation, to program evaluation. This whole process reflects the local government's strong commitment to achieving gender-responsive development goals, which are expected to improve equality and community welfare more equitably.

The Kotamobagu City Government's commitment to implementing PUG as an integral part of regional development shows that the government is not only committed symbolically, but also in concrete actions. This is in accordance with Glickman's theory, which states that commitment requires sacrifice in the form of time and energy, as seen in the government's

continuous efforts to involve various stakeholders and provide the resources needed for the successful implementation of PUG.

**Policy**

The presence of policies that support gender mainstreaming (PUG) in local governments, especially in the Kotamobagu City Government, has a very important role in ensuring the achievement of inclusive sustainable development. Gender-responsive policies serve to integrate a gender equality perspective in every development program and policy, so that it can provide fair and equitable benefits for all levels of society (Hamidah, 2021) [12]. Without a clear and structured policy, efforts to create gender equality in development will be difficult to achieve, especially in reducing inequality between women, men, and other vulnerable groups (Rahayu, 2016) [13].

The following are the results of research findings based on policy indicators obtained from interviews and observations in the field.

**Table 2.** Research Findings Based on Policy Indicator

Indicator	Findings
Policy	<p><b>Challenges in Implementing Gender-Responsive Policies:</b> Although gender-responsive policies have been implemented in various sectors, the main challenge in their implementation is the lack of deep understanding and capacity among government officials. This leads to a gap between the policies produced and effective implementation on the ground, which results in inequitable access and participation of women and vulnerable groups in development.</p> <p><b>Inequality in Access and Resource Sharing:</b> Although gender mainstreaming policies in Kotamobagu City aim to ensure equality of access, there are still inequalities in the distribution of resources, especially in more remote areas. This hampers efforts to provide equal opportunities for women and other vulnerable groups to benefit from planned development programs.</p>

*Source: researcher's primary data (2024)*

In Kotamobagu City, the government has established policies and regulations that support Gender Mainstreaming (PUG) as one of the development priorities. This policy aims to ensure that gender perspectives are integrated in every stage of planning, implementation, and evaluation of development programs, so that gender equality can be achieved as a whole in various sectors. The regulation underlines the importance of considering the needs and potential of the community, both men and women, in various aspects, including access to health services, education, employment, and legal protection.

Existing policies in Kotamobagu City include efforts to fulfill the rights of women and other vulnerable groups, with reference to national regulations related to gender equality. In this policy, the government emphasizes the importance of actively involving women's groups in the regional development planning process, as well as ensuring that budget allocations are made fairly to meet gender needs. In addition, this policy also regulates the establishment of special

teams or units responsible for implementing PUG in various government institutions. This aims to ensure that the implementation of PUG is effective and monitored systematically.

The Kotamobagu City Government has also developed a technical guide for the implementation of PUG as a guideline for government officials in integrating a gender perspective in their respective work units. The guidelines provide detailed instructions on gender analysis, disaggregated data collection, and monitoring that ensure policies and programs are not only gender-equitable, but also responsive to the specific needs of various community groups. In addition, this policy also encourages periodic evaluation of PUG achievements so that they can be continuously improved and adjusted to the dynamics of community needs.

With this policy, Kotamobagu City is expected to realize more real and equitable gender equality in every field of life. This policy not only shows the government's commitment, but also opens space for the community to play an active role in a more inclusive development process. The local government is also committed to continuously updating the policy in accordance with the evaluation results and input from the community, so that efforts to realize gender equality can continue to be refined and have a positive impact on all parties.

Policy is one of the important prerequisites in the implementation of Gender Mainstreaming (PUG) which aims to create equal access and participation between men and women in all development sectors (Larasati & Ayu, 2020) [14]. In Kotamobagu City Government, the policy is realized in the form of regulations that explicitly provide a legal basis and guidance for the implementation of PUG in all aspects of regional development. This is important to ensure that every policy, program and activity carried out has a strong gender perspective, thus encouraging fair and effective participation from all levels of society.

As the main foundation, the Kotamobagu City Government has issued Mayor's Regulation No. 17 of 2022 on Guidelines for the Implementation of Gender Mainstreaming. This regulation is an important foothold for realizing the government's commitment to achieving gender mainstreaming goals at the local level. This regulation includes various technical and strategic guidelines to ensure that PUG is integrated into the planning, implementation, monitoring and evaluation processes of regional development programs. With this regulation, each regional apparatus organization (OPD) in Kotamobagu is expected to develop and implement gender-responsive programs in accordance with the existing guidelines, and consider the needs, challenges and potentials from a gender perspective.

This Mayor's Regulation not only provides direction, but also serves as a monitoring tool in the implementation of PUG. This policy allows for evaluation and assessment of the effectiveness of gender-based programs, and encourages accountability in each OPD regarding the successes and obstacles in implementing PUG. In addition, this policy also encourages a conducive climate for collaboration between various stakeholders, including the central government, civil society and the private sector, in achieving inclusive sustainable development goals.

With Mayor's Regulation No. 17 of 2022, Kotamobagu City has shown concrete steps in its commitment to gender mainstreaming. This policy allows local governments to not only design and implement gender-responsive programs, but also to actively monitor and assess the impact of these programs on the community.

In the context of Gender Mainstreaming (PUG) implementation in Kotamobagu City, policies issued by the government, such as Mayor's Regulation No. 17 of 2022, can be linked to the policy theory presented by Anderson (1998). According to Anderson, policies are actions that have specific goals and are carried out by individuals or groups in an effort to find solutions

to a problem. In other words, a policy is a planned step directed at overcoming certain challenges, in this case gender inequality.

Mayor's Regulation No. 17 of 2022 is a concrete reflection of Anderson's concept of policy. The Kotamobagu City Government, through this policy, sets a clear goal of realizing more inclusive sustainable development by taking into account gender aspects. In this case, the policy functions as a tool to respond to the problem of gender inequality that still exists, by providing guidance and guidelines for each regional apparatus to consider a gender perspective in planning, implementing, and evaluating development programs.

With this policy, the Kotamobagu City Government also shows that policy is not just a statement, but a series of concrete actions that involve many parties and resources in achieving gender equality goals. This policy, in accordance with Anderson's view, is a solution set by government groups to overcome gender inequality through monitoring, evaluation, and accountability mechanisms in program implementation.

The implementation of gender-responsive policies in Kotamobagu City faces fundamental challenges related to the lack of understanding and capacity among government officials. Although policies that are responsive to gender needs have been formulated, gaps often arise between policy formulation at the strategic level and implementation in the field. Lack of adequate training and debriefing for policy implementers is a major factor hindering the goal of increasing access and participation of women and vulnerable groups in development. This shows that formal policies alone are not enough without the support of effective implementation.

On the other hand, unequal access to resources is another issue in the implementation of the Gender Mainstreaming (PUG) policy in Kotamobagu City. Although this policy aims to ensure equal access for all community groups, in reality, the distribution of resources is still unequal, especially in remote areas. As a result, women and vulnerable groups often do not benefit equally from the development programs designed. This inequality not only hampers social justice but also reduces the effectiveness of gender mainstreaming policies in realizing inclusive development.

According to the policy implementation theory described by Langkai (2020), Implementation is a critical stage in realizing the formulated policy. New policies will have real meaning when they are implemented with effective and directed steps [15]. Implementation, as described in Webster's Dictionary in Langkai (2020), includes the act of providing the means to implement the policy and make a real impact in people's lives. Therefore, implementation should be viewed as a process that utilizes various resources, both human and material, to ensure the achievement of policy objectives [15].

Furthermore, Udoji in Agustino (2008) emphasizes that policy implementation is more important than policy making itself. Policies that are only contained in documents without concrete implementation will become plans without impact [16]. In the context of Kotamobagu City, the implementation of gender-responsive policies requires strong intervention to overcome structural barriers, including the lack of implementing capacity and unequal distribution of resources. Langkai (2020) also emphasizes that 60% of policy success is determined by the effectiveness of its implementation, while the rest depends on the plans and controls carried out [15].

The challenges of implementing gender-responsive policies in Kotamobagu City show a gap between theory and reality. Policies designed to support gender equality often run into cultural, structural and technical barriers that prevent real impact in the community. Therefore, policy implementation requires not only good technical procedures, but also a strategic

approach that is able to empower government officials, align resources, and ensure that programs are designed according to the needs of local communities.

To overcome these challenges, a holistic and integrative approach is needed. The Kotamobagu City Government needs to focus on increasing the capacity of policy implementation officers through training and education, more equitable resource allocation, and tighter monitoring of program implementation. These steps must be carried out in a planned and sustainable manner so that PUG policies can have a real impact on women and vulnerable groups. With a strong commitment, gender-responsive policies will not only become policy documents, but also effective tools to realize inclusive and equitable development.

### **Resource**

Resources, whether human, financial or material, play a very important role in supporting gender mainstreaming (PUG) in Kotamobagu City Government, especially in the context of sustainable development. Gender mainstreaming requires sufficient investment of resources so that the policies and programs designed can be implemented effectively and have a real impact on gender equality. Without adequate resources, both in the form of sufficient budget, trained human resources, and supporting facilities, gender mainstreaming initiatives will be difficult to implement optimally.

The following are the results of research findings based on resource indicators obtained from interviews and observations in the field.

**Table 3.** Research Findings Based on Resource Indicator

<b>Indicator</b>	<b>Findings</b>
	<b>Limited Human Resource Capacity:</b> There are gaps in the understanding and skills of government officials regarding gender issues, despite some training efforts. Many officials lack in-depth knowledge on how to integrate a gender perspective in development policies and programs, which hinders effective gender mainstreaming in every sector.
<b>Resource</b>	<b>Limited Budget and Time for Continuous Training:</b> Limited budget allocations for training and capacity building, as well as limited time available for officials to attend intensive training, are significant barriers to strengthening human resource capacity related to gender mainstreaming. This impacts the government's ability to implement gender mainstreaming policies in a comprehensive and sustainable manner.

*Source: researcher's primary data (2024)*

In implementing Gender Mainstreaming (PUG) in Kotamobagu City, the availability and management of resources, both human resources and budget, are key factors. Human resources who are competent and have a good understanding of gender issues are needed to run PUG programs effectively. Kotamobagu City has made efforts to increase the capacity of human resources, such as through training and socialization for employees involved in planning and implementing development programs. The training aims to provide employees with adequate knowledge and skills in integrating gender equality principles into local development

policies and programs. However, this capacity building still faces challenges, especially related to the limited number of experts who deeply understand gender issues.

In addition to human resources, budget support is also a vital aspect of PUG implementation (Susilowati et al., 2024) [17]. The Kotamobagu City Government has committed to allocating a special budget to support the implementation of gender mainstreaming policies and programs. However, the challenge is to ensure that this budget allocation is well-targeted and well-distributed to the sectors that need it. With adequate allocations, gender-related training, counseling and socialization programs can be implemented regularly and thoroughly. However, in practice, the government still often experiences constraints in budget allocation, which is influenced by other development priorities as well as general local budget limitations.

Strengthening resources also requires commitment from various parties, including cross-sector collaboration and support from community organizations (Arrozaaq, 2016) [18]. This collaboration allows for additional support in terms of knowledge, financing, and dissemination of understanding of gender equality issues in the community. Thus, community involvement through non-government resources can be a solution to overcome limited budget or experts from the government. The implementation of PUG in Kotamobagu City does not only depend on the government as the main resource provider, but also on contributions from various parties who have similar goals in realizing gender equality in every aspect of development.

Based on the theory put forward by Hamali (2016: 2) in Siagian (2023), Human resources are one of the most important factors in the organization [19], including in the context of Gender Mainstreaming (PUG) implementation in Kotamobagu City Government. In this case, qualified human resources who have an understanding and sensitivity to gender issues are the main key in integrating gender mainstreaming into regional development policies and programs. These human resources include employees in government institutions who are directly involved in planning and implementing development programs. This is in accordance with the explanation that human resource capacity in terms of knowledge about gender, both at the technical and managerial levels, greatly influences the success of gender mainstreaming in every aspect of public policy.

However, despite various capacity building efforts, such as training and mentoring conducted by DP3A since 2011, major challenges remain. One of them is the rotation of positions every five years, which causes changes in the institutional structure and understanding of gender. This phenomenon shows that despite consistent efforts to improve HR competencies, the constant turnover of positions hampers the strengthening of previously developed gender understanding. Employees who are transferred to new positions or OPDs that are no longer responsible for PUG management, tend to have less understanding or are unable to continue the work done by previous employees, causing a lack of continuity in integrating gender in policy.

In addition, problems in PUG implementation also arise in relation to the participation of OPD leaders in gender-responsive budgeting (ARG) training. Ideally, this training should involve OPD leaders, especially the heads of OPDs, to ensure that all levels of the organization understand and support gender integration in planning and funding. However, in reality, OPD leaders are often unable to attend, and their presence is replaced by other employees who do not have the authority to implement the results of the training. This makes the training not fully effective, as those attending may only be fulfilling obligations without a deep understanding of ARG, resulting in limited influence on gender-sensitive policies and budget allocations.

Thus, despite policies and efforts to improve HR capacity, major challenges in gender mainstreaming remain. To optimize gender integration in sustainable development in Kotamobagu City, there needs to be continuity in improving HR capacity, as well as a stronger commitment from all parties, especially leaders at the OPD level who play an important role in decision-making.

The findings that show the limited capacity of human resources (HR) in the implementation of Gender Mainstreaming (PUG) in Kotamobagu City are very relevant to the theory described by Hamali (2016: 2). This capacity limitation occurs due to frequent employee turnover through the mutation program. Every five years, there is a rotation of positions that results in changes in the institutional structure that supports PUG. This causes a mismatch in continuous learning related to PUG, because new employees who replace previous positions must re-adjust to existing policies and relearn gender issues that have been discussed previously. As a result, despite training, the understanding gained is not fully applied on an ongoing basis within the organization, hampering efforts to effectively achieve gender integration in public policy.

In addition, budget and time constraints for ongoing training are also significant inhibiting factors. Based on the findings, although there have been efforts to carry out training and capacity building of human resources related to gender responsive budgeting (ARG), the training cannot always be carried out on an ongoing basis or with optimal frequency. This is due to the limited budget available for training activities as well as limited time in organizing training. In fact, continuous training is very important to keep the understanding of PUG and ARG up-to-date and can be applied in planning and implementing development programs. These time and budget constraints mean that training is only temporary and not effective enough to strengthen the overall capacity of human resources.

The challenges arising from limited human resources and budget show that despite policies and efforts to improve human resource capacity, gaps in the implementation of gender mainstreaming remain. In an effort to overcome this, it is important for the Kotamobagu City Government to conduct more systematic institutional strengthening, as well as ensure adequate budget support and time for continuous training. This will create human resources that are better prepared and able to apply gender principles in every stage of planning and implementing sustainable development programs.

### ***Disaggregated Data***

Disaggregated data has a very important role in supporting gender mainstreaming in sustainable development in Kotamobagu City Government. Disaggregated data is data organized by gender categories and other vulnerable groups, which allows for more in-depth analysis of disparities between men and women in various development sectors. With disaggregated data, the government can map the specific needs of each group based on gender, age, or socio-economic status, which becomes the basis for designing policies and programs that are more responsive to gender issues.

The following are the results of research findings based on disaggregated data indicators obtained from interviews and observations in the field.

**Table 4.** Research Findings Based on Disaggregated Data Indicator

<b>Indicator</b>	<b>Findings</b>
<b>Disaggregated Data</b>	<b>Challenges in Disaggregated Data Collection and Management:</b> Although the Kotamobagu City Government seeks to integrate

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disaggregated data in development planning, the main challenges faced are the limitations of existing information systems and the lack of coordination between agencies. This hinders the accuracy and completeness of disaggregated data needed to design gender-based policies.

**Limitations of Using Disaggregated Data for Gender Responsive Policies:** While disaggregated data has been helpful in identifying gender gaps, its utilization in designing more gender-responsive policies is still limited. Many policies are not yet fully based on disaggregated data analysis, leading to potential inaccuracies in responding to the needs of women and vulnerable groups.

**Capacity Building and Collaboration to Maximize the Use of Disaggregated Data:** To improve the implementation of gender mainstreaming, there is a need for capacity building in disaggregated data management and inter-agency collaboration. Although steps have been taken, a more effective and participatory data management system is still needed to ensure disaggregated data can be optimally used to support gender-inclusive and sustainable development.

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*Source: researcher's primary data (2024)*

Disaggregated data is one of the main prerequisites in gender mainstreaming (PUG) because it provides more detailed and accurate information about gender conditions in various development sectors. In Kotamobagu City, the use of disaggregated data is essential for designing policies that are responsive to the needs of women, men and other vulnerable groups. Disaggregated data is data differentiated by sex, age, social status, and other factors relevant to gender analysis (Ulfa, 2022) [20]. With this detailed data, the Kotamobagu City Government can understand more about the existing disparities in education, health, economy, and other sectors, so that the resulting policies can be more targeted and inclusive.

However, while the importance of disaggregated data is recognized, the main challenge faced by Kotamobagu City Government in implementing gender mainstreaming is the limitation in collecting and managing disaggregated data. Some sectors have not routinely collected data disaggregated by sex and other gender-relevant categories. This hampers the data-driven planning process and can lead to policies not fully reflecting the needs of women, men, and vulnerable groups. In addition, gaps in capacity in some government agencies are also an obstacle to effectively managing disaggregated data.

Nevertheless, efforts to integrate disaggregated data in development planning are starting to receive attention. Several agencies in Kotamobagu City have started to implement the use of gender data in the planning process and program implementation. DP3A, for example, has collaborated with various agencies to facilitate the collection of disaggregated data, especially for sectors that are very important for women and children groups. This data is not only used to formulate policies, but also to monitor and evaluate the implementation of ongoing programs. The application of disaggregated data is expected to reduce existing gaps and increase positive impacts for women and vulnerable groups in Kotamobagu City.

To improve the effectiveness of using disaggregated data, Kotamobagu City needs to strengthen the data management system and ensure training for employees at all levels involved in data collection, analysis, and use. In addition, inter-agency coordination needs to be strengthened to ensure that the data collected can be accounted for and optimally used in making gender-responsive policies. With good disaggregated data, the Kotamobagu City Government will be better able to formulate policies that are not only based on numbers, but also pay attention to gender justice and the needs of the most vulnerable groups.

The main prerequisite for gender analysis is the availability of sex-disaggregated data, including data on the existence of gaps in the utilization of development programs/activities and data on the causes of these gaps, both related to community conditions in general and the conditions of development actors in particular. In order to accelerate PUG through PPRG, especially at the district/city government level, the prerequisites for the availability of disaggregated data must be met.

The challenge of collecting and managing disaggregated data is one of the main obstacles in implementing gender mainstreaming (PUG) in Kotamobagu City. The limited collection of detailed data, particularly sex-disaggregated data, has led to the inability to obtain a clear picture of the differences in conditions between women and men in various development sectors. Without sufficient disaggregated data, it is very difficult to evaluate the impact of policies on gender equality, and this certainly hinders gender-responsive policy planning and implementation. In addition, ineffective management of disaggregated data can affect the ability to make optimal use of such data in policy analysis or to support more inclusive and gender-based development programs.

Limitations in the use of disaggregated data also arise in its application to gender-responsive policies. Without adequate access to and in-depth analysis of disaggregated data, policies are less targeted at addressing existing gender inequalities. Even if disaggregated data is available, the lack of ability to interpret and use it in policy planning and evaluation processes reduces the effectiveness of such policies. This is also related to the lack of human resources with sufficient understanding of how to use disaggregated data in evidence-based gender analysis.

To overcome this challenge, there needs to be greater efforts in expanding capacity and collaboration between various related parties. One way is to strengthen the capacity of human resources in the collection, management and utilization of disaggregated data. More intensive and sustainable training on the use of disaggregated data for gender-responsive policies should be conducted, involving not only government employees, but also communities and the private sector. In addition, collaboration between government agencies and other institutions that have a role in data collection needs to be strengthened so that the data obtained is more comprehensive and can be accessed more easily. By expanding capacity and strengthening collaboration, the use of disaggregated data will be maximized, supporting policies that are more responsive to gender, and accelerating the implementation of gender mainstreaming in sustainable development in Kotamobagu City.

#### **D. Conclusion**

Based on the results of the research and discussion presented above, the researcher draws the following conclusions:

- 1) The Kotamobagu City Government's commitment to gender mainstreaming still faces significant challenges in its implementation, especially related to the limited understanding of the apparatus and inadequate budget allocation. These obstacles cause gender-responsive

policies and programs to be unevenly distributed across all levels of government, reducing the effectiveness of inclusive development. Despite the increased involvement of women in decision-making, other vulnerable groups, such as people with disabilities and people with economic limitations, are still not optimally accommodated. This emphasizes the importance of strengthening the inclusive approach in the implementation of gender mainstreaming so that sustainable development goals can be achieved holistically in Kotamobagu City.

- 2) Implementation of gender-responsive policies in Kotamobagu City still faces significant challenges, especially related to the lack of understanding and capacity of government officials which causes a gap between policies and their implementation in the field. Inequality of access and distribution of resources, especially in remote areas, exacerbates this condition, so that women and other vulnerable groups have not fully obtained equal opportunities to participate and benefit from development programs. Therefore, stronger efforts are needed to improve the capacity of officials, ensure equitable distribution of resources, and strengthen the implementation of policies that support inclusive sustainable development.
- 3) Limited human resource capacity is the main challenge in implementing the prerequisites of gender mainstreaming in Kotamobagu City, marked by the lack of understanding and skills of government officials in integrating gender perspectives into development policies and programs. Although there have been training efforts, budget and time constraints for ongoing training hamper the strengthening of such capacity, so that the implementation of gender mainstreaming has not run optimally and thoroughly. To support sustainable development, adequate resource allocation and more effective training strategies are needed to ensure that all apparatus have the necessary competencies to support the gender mainstreaming agenda.
- 4) The collection and management of disaggregated data in Kotamobagu City still faces significant challenges, especially related to the limitations of the information system and the lack of coordination between institutions, which has an impact on the accuracy and completeness of the data. The utilization of disaggregated data for gender-responsive policies is also still limited, so the resulting policies have not been able to fully address the needs of women and vulnerable groups. To support inclusive and gender-based sustainable development, efforts are needed to increase capacity in managing disaggregated data, as well as strengthening collaboration between institutions to create a more effective and participatory data management system.

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