

Innovation Strategy to Reduce Child Marriage Rate in Wajo, South Sulawesi Province, Indonesia

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ABSTRAK

Pemerintah Indonesia menjadikan kasus perkawinan anak sebagai program prioritas yang harus ditangani. Sementara 2021, Kabupaten Wajo menjadi daerah dengan jumlah kasus perkawinan anak tertinggi di Sulawesi Selatan yakni sebanyak 706 kasus. Sehingga permasalahan utama dari penelitian ini adalah bagaimana pemerintah Kabupaten Wajo Provinsi Sulawesi Selatan menurunkan angka perkawinan anak hingga tersisa 305 (60%) kasus. Tujuan dari penelitian ini adalah menggambarkan dan menganalisis bagaimana inovasi strategi yang dilakukan. Melalui pendekatan kualitatif dengan metode wawancara mendalam dan FGD kepada pemangku kepentingan terkait serta didukung dengan data pendukung yang tersedia sehingga inovasi strategi yang dilakukan pemerintah Kabupaten Wajo. Hasil penelitian menunjukkan bahwa keberhasilan strategi tersebut karena didukung oleh berbagai faktor yaitu komitmen yang kuat dari Bupati, memfokuskan kembali segala jenis kegiatan dan pendanaannya, membentuk tim untuk menurunkan angka perkawinan anak, melibatkan cukup banyak pemangku kepentingan dari berbagai kalangan, Dukungan regulasi yang inovatif, sanksi administratif, dan sanksi sosial bagi keluarga dan pasangan yang akan menikah. Sehingga dapat disimpulkan bahwa inovasi strategi yang diciptakan karena Bupati mampu memanfaatkan seluruh sumberdaya dan pelibatan berbagai actor diluar pemerintahnya untuk mendukung upaya penurunan angka perkawinan anak di wilayahnya.

ABSTRACT

The Indonesian government has made child marriage a priority program that must be overcome. In addition, in 2021, Wajo (regency) became the area with the highest number of child marriage cases in South Sulawesi, with 706 cases. It came to be the main problem of this study; how the Wajo Regency government of South Sulawesi Province reduced the number of child marriages to the remaining 305 (60%) cases led to be the essential matter. The purpose of this study is to describe and analyze how strategy innovation is carried out. Through a qualitative approach with in-depth interview methods and FGDs to relevant stakeholders and supported by available supporting data strategy innovation is carried out by the Wajo government. The results showed that the success of the strategy was supported by various factors, which as a strong commitment from the Regent, refocusing all types of activities and funding, forming a team to reduce the number of child marriages, involving quite a lot of stakeholders from various circles, innovative regulatory support, administrative sanctions, and social sanctions for families and couples who will marry. So it can be concluded that the strategic innovation was created because the Regent was able to utilize all resources and the involvement of various actors outside his government to support efforts to reduce the rate of child marriage in his region.

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INTRODUCTION

Marriage is the right of every human being, men and women. However, this right does not necessarily apply to all ages, especially if that age is still categorized as a child (minor). Every country certainly has different restrictions and categories related to the limits that are allowed and allowed to perform marriage, both legally and culturally. However, assessed in terms of international law, there is a limit where children who are still categorized as inappropriate for marriage are violations of children's rights and also mean violations of human rights, therefore children's rights are part of human rights.

This prohibition has reasons not only on health aspects, especially related to the reproductive system (uterus) of females which can result in cervical cancer that looms over them due to cell growth in children, normal cells (which are usually present in children) turn into malignant cells that can cause uterine infections and cancer, but also physically and mentally as well as depression, anxiety, dissociative disorders (multiple personalities) and psychological trauma, resulting in frequent disputes between spouses and leading to divorce. However the positive effects of child marriage, among others, preventing both partners from committing adultery, and helping to reduce the burden on parents. But the negative impact it causes far outweighs the positive aspects.

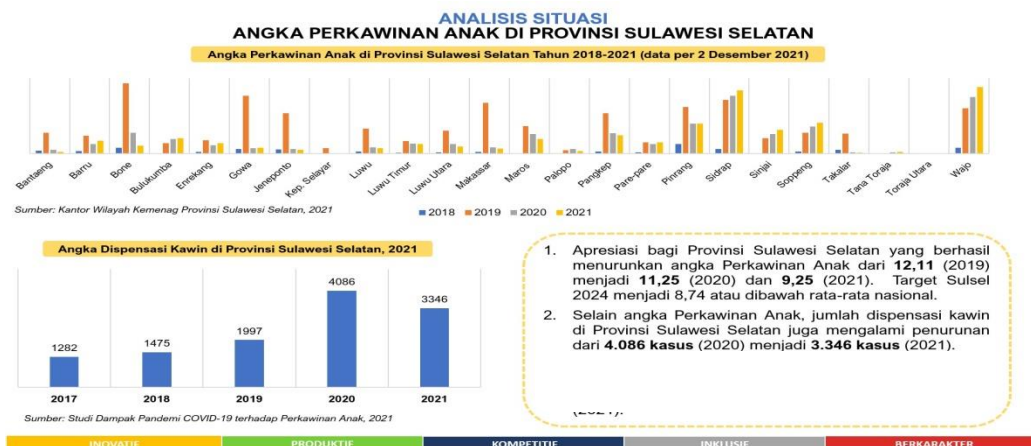
Several research results related to child marriage have been conducted by several studies with different focuses as well as the methods used. However, among the studies conducted, there are still not many that focus on the side of how the role of the government in overcoming high cases of child marriage as in this study. Among the existing studies, is research conducted by Chinydkk, on Child Marriage and Early Pregnancy in Nigeria (2014). Chiny, with the research method of Exploratory Study, Nasim Banu, et al examined Factors Influencing Child Marriage in Bangladesh (2015) with the research method of A Qualitative Study, Anita Raj, et al examined Child Marriage and its Consequences in India (2016), with research method A Longitudinal Study, Research by Pema Lhaki, et al. in 2017 about Determinants of Child Marriage in Nepal: A Cross-Sectional Study" with Cross-sectional Study Research Methods, Research conducted by Yemane Berhane, et al., in 2018, on Child Marriage in Rural Ethiopia: A Cross-Sectional Study

Studying in depth from various literature and research results, it was found that many factors cause child marriage to occur, among others, due to internal factors consisting of education, knowledge of parents and children, and religion. External factors are usually influenced by the level of parental education, family socio-economics, children's domicile area, culture, access to information, and promiscuity that is missed freely which has an impact on the rise of free sex behavior among adolescents. So in general when referring to the opinion of experts that the cause of child marriage and its impact is due to Social and Cultural Factors, Economic Factors, Education Factors, Legal Factors, and Health Factors (Malala Yousafzai, 2012; Rchbishop Desmond Tutu, 2006; Mabel Van Oranje, 2011; Dr. Soumya Swaminathan, 2021; and United Nations (UN) organizations: the United Nations, through agencies such as Unicef, UNFPA, and UN Women, through the SDGs 2026-20230; Girls Not Brides, Human Rights Watch, Save The Children (2011-2021), Human Rights Watch, 1978).

In order not to prevent child marriage from occurring repeatedly, the regulation has fixed through Regulation number 1 of 1974, stated in Article 13 that marriage can be prevented if there are parties who do not meet the conditions for marriage. Support for Law No. 1/1974 was further strengthened by Law No. 16 of 2019 where previously the minimum age limit for women to marry, was from 16 years to 19 years, including the minimum age limit for men to marry.

Data on child marriage in Indonesia 1 in 9 (11%) women aged 20-24 years married before the age of 18 years (2018). Indonesia is the 7th country in the world & 2nd in ASEAN, with the most child marriages. On a smaller scale, child marriage cases in Wajo Regency are also categorized as areas with the highest rate of child marriage in South Sulawesi Province and a contributor to the high rate of child marriage in Indonesia. As a result, the Wajo Regency Government gained a poor image.

Figure 1.



Source: bps, 2021

In Figure 1, South Sulawesi Province is appreciated for its ability to reduce the number of child marriages from 12.11 (2019) to 11.25 (2020) and down again to 9.25 (2021). So the target for South Sulawesi Province in 2024 to 8.74 or below the national average can be achieved. In addition, the achievements of South Sulawesi Province also decreased in the category of marriage dispensation from 4,086 (2020) to 3,346 (2021). However, among the achievements of Sulawesi Province, there is one district, namely Wajo Regency, which is categorized as the district with the highest rate of child marriage in South Sulawesi Province, where in 2020 there were 576 couples and in 2021 it increased to 746 (UPT-PPA Wajo Regency, 2023).

The predicate of Wajo as the district with the highest rate of child marriage has caused the Wajo district government to try to find ways so that the very high predicate in South Sulawesi province can be significantly reduced. The efforts of the Wajo government finally produced extraordinary results, which led to the number of cases in 2021 being 746, but in 2022 it has dropped to 336 couples or dropped to 60%. Even for cases in 2023 until the June period, cases have decreased dramatically because only 34 cases (UPTD PPA Wajo Regency, 2023). Based on the success of the Wajo Government, it is interesting to study how the Wajo Government's strategy is to reduce child marriage significantly.

Literature Review

Research conducted by Asy Syaffa A. Nada in 2022 and has been published in a book published by Kompas.com where the results of his research contain strategies, especially related to 5 Ways to Prevent Early Marriage from Causing Pregnancy Complications. Chinyere Okafor et al., (2014), conducted a study related to the causes of Child marriage and Early Pregnancy in Nigeria using an Exploratory Study. The results of this research have been published in the *Journal of Obstetrics and Gynecology* in the UK. Likewise, research conducted by Nasim Banu, et al. (2015) examined the factors affecting child marriage in Bangladesh. This research was conducted using the Qualitative Study method,

where the results of this research have been published in the Journal *Thusan Oaks* 27(2). United States. Research conducted by Anita Raj, et al (2016) related to child marriage and its consequences in India. This research is a Longitudinal Study. The results of this study have been published in *The Lancet Global Health*. 4(11). London, UK: The next two studies are related to the determinants of child marriage in Nepal with the Cross-Sectional Study method. This study was conducted by Pema Lhaki, et al, (2017) and published in the *Journal of Women's Health BMC* 17(1) in London: England. While the second study is related to research conducted by Yemane Berhane, et al. (2018). This study highlights child marriage in rural Ethiopia. This study is a *Cross-Sectional Study*. This study has been published in the *Journal, BMC Public Health* 18(1). England:London.

Since this study was conducted with a different perspective that examines efforts to inhibit child marriage through innovation efforts, the reference used is also related to discussions around organizational innovation. The literature is included in a book written by Tidd, J., Bessant, J., & Pavitt, K. (2005). *Managing innovation: integrating changes in technology, markets and organizations*. United States: John Wiley & Sons,. Christensen, C.M. (1997). *Innovator's dilemma: When new technology causes large companies to fail*. US: Harvard Business Review Press. So too is the book written by West, J. (2018), which became *innovation handbook titled How to Develop, Manage and Protect Your Most Profitable Ideas*. Published in New York: Kogan's Page. The last literature used is a book written by Jeff Dyer, Hal Gregersen, and Clayton Christensen, 2011, *Innovative DNA AS*: Harvard Business Review Press.

The novelty of this study compared to previous research is because the focus of the analysis of this study is on the efforts of the government that occurred in one of the districts in South Sulawesi Province, namely Wajo Regency in the 2021-2022 period and then succeeded in overcoming the surge in child marriage that occurred in the region using strategy innovation analysis.

A. Wajo Government's Child Marriage Reduction Strategy Innovation Framework

1. Strategy

The basis for developing development strategies in local governments when referring to regulations issued by the Ministry of Home Affairs is contained in *Permendagri* No. 86/2017 concerning Procedures for Planning, Control, and Evaluation of Regional Development, Procedures for Evaluating Draft Regional Regulations on Regional Long-Term Development Plans and Regional Medium-Term Development Plans, as well as Procedures for Changing Regional Long-Term Development Plans, Regional Medium-Term Development Plan, and Local Government Work Plan. In the regional medium-term development plan (RPJMD), targets are stated based on the vision and mission of the local government of the Wajo Regency Government. The RPJMD contains choices of development strategies and means to evaluate these options. As one of the important references in regional development planning, the formulation of strategies to implement how development targets are achieved is carried out through determining the direction of policy. Therefore, strategy is interpreted in several policy directions, programs, and activities that are operational as a form of real effort to realize the vision and mission of regional development. Planning that is implemented effectively and efficiently will provide *added value* to the achievement of regional development.

If we assess the relationship between the mission and the efforts of the Wajo Government in its efforts to reduce the high rate of child marriage, it is essentially contained in mission

2, namely improving the quality of life of an intelligent, healthy, and faithful community. In particular, focus more on some of the goals of achieving the second mission, namely on the targets:

- a. Increasing the degree of education in the community,
- b. Improved degree of public health,
- c. Increasing gender mainstreaming
- d. Preservation of the quality of nation, state, and religion

Based on the second objective of efforts to achieve the mission of the Wajo Government, it then becomes the basis for formulating strategies and policy directions. The policy direction has been outlined in the Regional Medium-Term Development Plan (RPJMD) 2020-2024, where the policy direction of the Wajo Government is a concrete form of development planning implementation efforts that provide direction and guidance to all levels of local government to be more optimal in determining and achieving goals. The stages and priorities set by the Wajo Regency Government as a way to realize community welfare reflect the urgency of the problems and strategic issues to be resolved. Although the emphasis of priority programs each year is different, they have synchronization and consistency from one period to another to achieve the target of the 5 (five) annual stages of the RPJMD. The formulation of the policy direction serves to rationalize the choice of strategy so that it has a focus and objectives in the implementation arrangements.

2. Strategy and policy direction

An important question is related to how innovative strategies, policies, and programs from the Wajo Government when it wants to reduce the rate of child marriage which continues to increase and peak in 2022. The statistically increasing figures related to child marriage can be seen in Table 2 below;

Table 2.
Wajo Regency Child Marriage Dispensation Rate 2020-2022

Year	2020	2021	2022
Sum	576	746	336

Source: UPTD PPA Data Kabupaten Wajo, 2023

Table 2 reveals an alarming trend of increasing child marriage rates every year, with a particularly sharp increase from 2021 to 2022. However, the Wajo Government's efforts to combat this issue proved successful, resulting in a 60% reduction in 2022. In light of this achievement, it is crucial to divulge the innovative strategies that were implemented by the government to combat child marriage. The research conducted provides the following information:

To have the same understanding, the understanding of strategy in this study refers to plans or approaches used to achieve certain goals in a certain context or environment. This understanding is supported by several experts including Michael E. Porter: Michael Porter (1980), who argues that strategy is a unique selection of different activities to provide added value to customers and achieve competitive advantage. Henry Mintzberg (1994) considers strategy as a pattern or tendency formed from the daily actions of an organization. He argues that strategies are not always planned, but can also emerge

incrementally from daily practice. Richard Rumelt (2011) defines strategy as "the selection and allocation of resources to achieve objectives that are important in a competitive situation." he emphasized the importance of resource management in achieving strategic goals. Peter Drucker (1973), describes strategy as "a plan for outcomes that includes a plan for how to achieve them." He stressed the importance of linking strategy with concrete action. Alfred Chandler (1962) argues that strategy involves organizing resources and activities within an organization to achieve long-term goals. Kenichi Ohmae (1982), describes strategy as "the way to win business wars." It is recognized that this notion of strategy reflects the diversity of approaches and views in the study of strategy. However, fundamentally, strategy is about how an organization plans and manages its efforts to achieve goals and respond to changes in its business or organizational environment.

3. Innovation

If a strategy is considered innovative, it means that it may have unconventional or unusual elements that have the potential to deliver better or more effective results compared to traditional approaches. Some factors that can be the focus of attention in a strategy that is considered innovative include: 1) more *ambitious* goals, the strategy may have more ambitious or transformational goals than would normally be expected. This could mean striving for greater change in a shorter time frame; 2) a *multidisciplinary approach*, the strategy may blend different disciplines or different approaches to tackling complex problems. This can open up new opportunities and solutions that have not been thought of before. 3) *Latest technology*, use of latest technology, or innovative digital approach can be one of the main factors. Technologies such as artificial intelligence, data analysis, or blockchain-based platforms can be used to optimize strategies; 4) *Stakeholder Participation*, actively involving stakeholders in strategy planning and execution can lead to more precise and more measurable solutions.

Some other focuses are; 5) *sustainability and long-term impact*, innovative strategies may focus more on sustainability and creating long-term impact rather than just looking for short-term solutions; 6) *bold leadership*, the strategy may require bold leadership and commitment to effect significant change; 7) *Creative funding*, there may be new approaches in funding or business models that support innovative strategies. This could involve approaches such as impact-based funding or social capital partners; 8) *continuous evaluation and learning*, an innovative strategy may be more open to continuous evaluation and learning, allowing adaptation and improvement based on experience; 9) *partnerships and collaborations*, collaborations with other parties, including non-governmental organizations, the private sector, and government, can be significant innovative elements in a strategy; 10) *Organizational culture change*, if innovative strategies are implemented in an organizational context, culture change that supports creativity, well-managed risk, and learning may be the main focus.

RESEARCH METHODS

This research uses a qualitative approach with a case type (case study) located in the Wajo area. The focus of the research is on strategy innovations carried out by the Wajo Government in their efforts to reduce the high rate of child marriage in 2020-2021. The focus of research is directed at efforts to uncover the innovation of its strategy by assessing whether its innovation strategy focuses more on the following aspects; More ambitious goals, multidisciplinary approach, multidisciplinary approach, stakeholder participation, sustainability and long-term impact, bold leadership, creative funding, continuous evaluation and learning, partnership and collaboration, organizational culture change. The research was conducted between February and August 2022.

The data collection method was conducted through in-depth interviews and accompanied by *Focus Group Discussion (FGD)*. The key informants are all actors involved in the strategy to reduce child marriage rates such as district heads, local government communication forums (*forkopimda*), heads of regional officials, leaders of religious offices, leaders of religious courts, sub-districts, village and village heads, non-governmental organizations, cadres and youth, village imams, and traditional leaders.

RESULTS AND DISCUSSIONS

The strategy implemented by the Wajo Government for innovation is as follows, according to data collected from various sources and informants. The strategic innovation in question is:

More Ambitious Goals

In the Medium-Term Development Plan (RPJMD) of Wajo 2019-2024 (Regional Regulation Number 8 of 2021) have been stated, especially in 2023 related to focusing on accelerating human development, infrastructure development in spurring economic growth. However, in 2022 there was an event that was directly related to the target of achieving the acceleration of human development where the predicate reduced the predicate of human resource quality which was expected to be achieved in 2023 and had been achieved according to the RPJMD target. The status as the region with the highest number of child marriage cases prompted the Regent of Wajo to immediately order all leaders of regional officials directly related to the decline in child marriage. The Regent took tactical steps by forming a working team on child marriage prevention at the district level as stipulated in Wajo Regent Decree No. 364/2020. This team was formed as a coordinating institution consisting of representatives from legislative and executive elements who treat children, universities, non-governmental organizations, non-governmental organizations, mass media, and also involve child forums that focus on efforts to prevent child marriage.

The strategic steps taken by the regent to focus more on how to reduce the marriage rate in 2022 can be overcome immediately. The strategy taken is the first step which is an emergency action so that it does not happen again. However, it did not set a very ambitious target because it was realized that cases continued to increase not only in 2021 (746 couples) but also in 2020 (576 couples) were already very high. This difficulty was felt from the beginning because in 2018 the Regent of Wajo had circulated Circular No. 263/573/DPPA which ordered all heads of regional officials, heads of religious affairs ministry offices, sub-districts, university leaders, banking leaders, the business world, mass media and heads of women's organizations, observer institutions, community institutions and also the heads of children's forums and children's groups throughout Wajo to follow up on the Sulawesi Governor's Instruction Letter. The South contains efforts to reduce the occurrence of child marriage in each region. The circular letter issued by the regent is a follow-up to the Instruction of the Governor of South Sulawesi number 1 of 2018 concerning Stop Child Marriage in South Sulawesi. Although the regent did not set ambitious goals such as the characteristics of a strategy or policy innovation according to experts, through various strategic steps accompanied by innovative policies, the result is that in 2022 the Wajo Government has succeeded in reducing child marriage cases from the previous year 2021 to 746 then able to be reduced to 336 cases (60%).

Multidisciplinary Approach

The formulation of this strategy is an effort to combine the possibility of combining different disciplines or approaches to overcome complex problems. This can open up new opportunities and solutions that have not been thought of before. The Regent and the team are indeed

continuing to work and try. If you reassess the strategy carried out by the regent in 2018 as a follow-up to the Circular Letter of the Governor of South Sulawesi Province through the Instruction of the Governor of South Sulawesi Number 1 of 2018 which was then followed up by the regent in the form of Regent Circular Number 263/573/DPPA/2018, it is still an appeal. Although the circular already wants the involvement of various regional officials and other stakeholders. But the appeal has not been as serious as accompanied by a different approach. When starting to try to reduce the very high rate of child marriage, namely by forming a team that specifically seeks to reduce the very high rate of marriage. Members of the team formed consist of cross-institutions in Wajo Regency. The team formed was given a special task which was divided into divisions as outlined in the Regent Decree Number 364 of 2022. The purpose of involving various institutions throughout Wajo Regency is that the reduction in the number of child marriages can be carried out jointly (gotong rotong) through the authority in each institution. All parties involved carried out a *Memorandum of Understanding* witnessed by the Minister of Women's Empowerment and Child Protection (PPA). The parties that agreed in the MOU are the Regional Leaders Coordination Forum (*FORKOPIMDA*), the Office of the Ministry of Religious Affairs, the Religious Court, the Regional People's Representative Council (DPRD) of Wajo Regency, the Ulema Council, religious leaders, village heads, village imams, traditional leaders, and non-governmental organizations such as the *United Nations International Children's Emergency Fund (UNICEF)*", Tomaradeka Wajo Children's Forum, Genre and Thought Forum (Youth Information and Counselling Center, Women's Organization, *Puspaga*, TP-PKK, Family Planning Counsellors, Religious Counsellors, and Family Planning Cadres scattered in various places. The stakeholders involved are then asked to adapt their programs to strategies to reduce the rate of child marriage. The strategy finally shows results so that it can be concluded that the success of the strategy is due to using an approach of "actor collaboration" through the presence of actors throughout the organization involved.

Latest Technology

This meaning that one of the characteristics of strategy innovation is if the use of the latest technology or digital approach is one of the main factors, such as artificial intelligence, data analysis, or blockchain-based platforms. If this characteristic is associated with a strategy to reduce high marriage rates, it can be stated that it is not focused on the use of the latest technology. The use of technology to reduce high marriage rates in general uses telephone / mobile communication and computer facilities in general so the characteristics of innovation with the use of the latest technology are not so in this context.

Stakeholder Participation

Actively involving stakeholders in strategy planning and execution can lead to more precise and more scalable solutions. The strategy used by the Wajo Regency Government is to reduce the high rate of child marriage by involving stakeholder participation. This strategy is an advantage of the strategy to reduce the rate of child marriage. The involvement of all relevant regional apparatuses bound in the Child Marriage Prevention Team coupled with the involvement of the Leaders of Regional Leaders Communication Forum (*FORKOPIMDA*) organizations, vertical agencies such as the Ministry of Religious Affairs Office, Religious Courts, High School Leaders, Ulema Council, Religious Leaders, Village Heads, Village Imams, Traditional Leaders, and Non-Government Institutions such as the *United Nations International Children's Emergency Fund (UNICEF)*", Tomaradeka Wajo Children's Forum, Genre and Thought Forum (Youth Information and Counselling Centre, Women's Organization, *PUSPAGA*, TP-PKK, Family Planning Counsellors, Religious Counsellors, and Family Planning Cadres. Stakeholder participation to reduce the high marriage rate is the right strategy to reduce the extreme marriage rate by utilizing the leaders

of these organizations because the leaders of these organizations have the authority to mobilize all the resources they have and adjust their various programs and activities to reduce the very high marriage rate.

Sustainability And Long-Term Impact

Innovative strategies may focus more on sustainability and creating long-term impact than just looking for short-term solutions. The strategy to reduce the rate of child marriage in the Wajo area is less of an emphasis because the most important thing for the regent as the highest government leader is how to immediately reduce and not repeat the high number of child marriage cases. Therefore, as previously described, the Wajo Government does not have an ambitious target. Looking at the success of the Wajo Government, in the researcher's view, is still in the early stages of its innovation strategy. The use of various instruments of authority, policies, and institutions is still dominant. Thus, the decrease in child marriage cases is due to obstacles carried out by the government through its instruments of authority. The next strategy innovation is how to change the mindset, values, and habits of the community to marry off their children at a young age. So the strategy uses a soft strategy through the right cultural and educational approach.

Bold Leadership

Such strategies may require bold leadership and commitment to effect significant change. If you judge the Regent of Wajo as the highest government leader in his region, his courage in involving various leaders of institutions in his region is quite appreciated. The Regent not only utilizes the leadership of the regional apparatus under his control but also involves various institutions that are actually under his authority but are only partners and are coordinating and territorial. In addition, asking for assistance from international institutions such as *UNICEF* and various social and community organizations as well as indigenous, social, and religious leaders can be categorized as quite courageous leadership actions, a category of courage because it asks them to commit and continue to oversee the implementation of strategies developed through various activities both in the context of coordination and enforcement.

Creative Funding

A new approach to funding that supports innovative strategies to reduce the extremely high rate of child marriage is carried out by reconsolidating budgets that allow each relevant agency to direct activities that can have a real impact on reducing child marriage. So that the activities carried out by the agencies involved are focused on reducing the rate of child marriage. Based on the results of searches in various agencies, it was revealed that the success in reducing the number of child marriages was not too much new budgeting but rather an effort to refocus the existing budget to focus more on supporting the strategy that had been prepared by the Wajo Government. Thus, it can be concluded that the creative use of the budget to finance all activities in each agency is in the form of sharpening and refocusing the existing budget towards activities that have an impact on reducing the rate of child marriage.

Continuous evaluation and learning

An innovative strategy may be more open to continuous evaluation and learning, allowing adaptation and improvement based on experience. For the Wajo Government, efforts have been made with a strategy built by utilizing all the potential and resources within the scope of authority and collaborating with parties outside its authority to jointly commit to reducing the status of Wajo which is not proud because it is the highest district in terms of child marriage cases. The success that has been achieved in the following year (2022) continues to be sought

so that it does not surge again. Even the government is trying to keep the downward trend going. The Wajo Regency Government realizes that success towards *zero cases* must be followed up with a strategy that is awareness to its citizens to marry off their children which is contrary to existing regulations has stopped because there has been internal awareness from its residents not to do it again. The strategy in question is no longer based on the use of authority over regulation but on the strategy of efforts to make changes to the values and internal consciousness of its citizens so that the action of evaluating and the results become important feedback. The results of the evaluation continue to be a learning medium to continue to improve existing strategies to be more effective because they change the internal awareness of citizens to no longer carry out underage marriages for their children and families.

Partnership and Collaboration

Collaboration with others, including non-governmental organizations, the private sector, and the government, can be a significant innovative element in a strategy. If strategy innovation is assessed from the extent to which the strategy is built and developed based on partnership and collaboration, then the conclusion obtained after conducting an in-depth analysis of all factors causing the decline in extreme marriage rates is due to the ability of the regent to mobilize and invite as well as commit and collaborate with Wajo Government partners both from the regional leadership communication forum, vertical agencies, non-government institutions, traditional and community leaders as well as religious leaders in the Wajo area. It can even be concluded that the core of the innovative strategy to reduce the rate of child marriage in Wajo is the collaboration of actors. In this case, the role of the Wajo Regent can involve all stakeholders so that together they strive to reduce the very high rate of child marriage at that time (2020 - 2021). The success of this innovation can be seen from the number of child marriages that still occur until September 2023, only 62 couples remain (8.4%).

Changes in Organizational Culture

If innovative strategies are implemented in an organizational context, cultural change that supports creativity, well-managed risk, and learning may be the primary focus. If the success of the innovative strategy to reduce the rate of child marriage in Wajo Regency is associated with changes in organizational culture, it has certainly not been implemented properly. The reason is that the success of the strategy innovation is still limited to optimizing the existing authority in each government agency and non-government organization. The strategy applied is still on the scale of growing mutual awareness of each component involved that there must be a joint movement in the form of collaboration between actors in each component related to efforts to reduce the marriage rate. Based on the information that has been collected, it can be concluded that the next stage to maintain the momentum of preventing child marriage cases in the coming years must be a cultural value that has been embedded in every employee, leader, and regional apparatus organization to continue to strive to continuously compile various sustainable programs and activities, and be directed at efforts to prevent child marriage

CONCLUSIONS

A strategy implemented by a local government is considered innovative if it has the following characteristics; Having more ambitious goals, a multidisciplinary approach, using the latest technology: stakeholder participation, sustainability and long-term impact, bold leadership, coupled with creative funding, continuous evaluation and learning, based on partnership and collaboration, organizational culture change. Based on the results of the research conducted, it can be concluded that not all characteristics of an innovative strategy are carried out by the Wajo Government. Among the ten (10) characteristics referred to as strategic innovation in the

case of the Wajo Government, there are only 2 (two) characteristics that have something in common. While 8 (eight) characteristics have almost the same tendency. These two common characteristics are stakeholder participation and the use of partnerships and collaboration. While the tendencies are similar, each has more ambitious goals, a multidisciplinary approach, using the latest technology, sustainability, and long-term impact, bold leadership, coupled with creative funding, constant evaluation and learning, and organizational culture change

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- Archbishop Desmond Tutu, 2006, advocated for the importance of ending child marriage in the revision of child marriage law through the South African Law Reform Commission.
- Dr. Soumya Swaminathan, 2021. The chief scientist of the World Health Organization (WHO) and has spoken about the negative impact of child marriage on the health of children and

young women. Her attention focuses on a wide range of global health issues, including issues related to children and young women. The negative impact of child marriage on health is one of the important issues that need to be fought globally.

Girls Not Brides, Human Rights Watch, Save the Children, and many other NGOs focused on ending child marriage, 2021. For example, Girls Not Brides was founded in 2011 as a global coalition to tackle child marriage worldwide. Human Rights Watch, a human rights organization, has been around since 1978 and has long been committed to combating child marriage and protecting children's rights. Save the Children, a humanitarian organization, has also long operated and has programs focused on children, including efforts to end child marriage.

Mabel Van Oranje, 2011. Founder of Girls Not Brides, a global coalition focused on ending child marriage. A global coalition founded in 2011 with the aim of addressing and ending the practice of child marriage worldwide, with members of more than 1500 partner organizations.

The United Nations (UN), the United Nations, through agencies such as UNICEF, UNFPA, and UN Women, have played an active role in identifying the contributing factors to child marriage and in campaigning for global efforts to end this practice. The UN as a whole has a Sustainable Development Agenda 2030, which includes targets to end child marriage as part of the Sustainable Development Goals (SDGs).