

Organizational Capacity Building in Disability Empowerment by UPT Sentra Wirajaya Makassar

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Abstract

Capacity Building is a set of activities in which individuals (individuals, organizations, communities, or nation-states) develop the ability to effectively take part in governance. This study aims to see how organizational capacity development has been implemented by UPT Sentra Wirajaya Makassar in terms of disability empowerment in the city of Makassar. The population in this study is employees at the UPT Sentra Wirajaya Makassar Office. Interview guidelines. Data used to be analyzed in a qualitative descriptive manner. The results showed that: 1) Monitor the external environment to identify needs and opportunities for organizational change, has run optimally because UPT sentra wirajaya has been able to develop organizational capacity in terms of monitoring external trends to develop its strategy. 2) Review the organization's strategy, where this strategy works well because the organization has carried out job training that is in direct contact for people with disabilities. 3) Identify capacity needs and plan for capacity development, namely initial monitoring The assessment at this stage has run optimally because it has been deeply carried out by social workers to find out the self-development needs of people with disabilities from various aspects. 4) Negotiate external support forms of external cooperation of the organization have not run optimally to external parties. 5) Implement and manage the capacity development process is already running a good SOP. Where the organization is based on the Constitution on persons with disabilities. 6) Monitor and evaluate the capacity development process Regular monitoring and evaluation of the capacity building process in relation to changes in organizational priorities has been carried out well.

Introduction

In carrying out good governance processes, the Government needs to carry out a process of developing the capacity of its organization, especially in terms of disability empowerment. Capacity building in the study of Government and public administration has various definitions, one of which according to Grindle & Hilderbrand, (1995) defines *capacity building* as *improvements in the ability of public organizations, either single or cooperation with other organizations, to perform appropriate tasks*. In other words, *capacity building* is an increase in the ability of public organizations to achieve certain goals both independently and in collaboration with other organizations (MacDonald et al., 2022).

Meanwhile, another similar opinion was put forward by Bevir (2007) who explained that capacity building is a set of activities in which individuals (individuals, organizations, communities, or nation-states) develop the ability to effectively take part in governance. The underlying assumption is that by improving appropriate skills, attitudes, and knowledge, these elements will be more effective in their respective government roles (Bertassini et al., 2021). The result is greater equality of power, access to decision-making places, and more equitable

distribution of community benefits. Based on the explanations about capacity development above, researchers try to see how the capacity development of government organizations, especially from the point of view of disability empowerment (Lima, 2021; Imran, 2023).

This is none other than because people with disabilities are classified as a minority group in Indonesia that needs special attention by the government from various aspects. In the current era of globalization, there are still many disabilities who find it difficult to get a decent living and independence, especially in the aspect of empowering their individual skills (van Kessel et al., 2022). Most persons with disabilities in Indonesia live in vulnerable, backward, and/or poor conditions due to restrictions, obstacles, difficulties, and reductions or deprivations of the rights of persons with disabilities. The Government of the Republic of Indonesia issued law number 8 of 2016 which is intended to realize equal rights and opportunities for persons with disabilities towards a prosperous, independent, and non-discriminatory life (Ayuningtyas et al., 2022). Law No. 8 of 2016 explains: "A person with a disability is any person who experiences physical, intellectual, mental, and/or sensory limitations for a long period of time who in interacting with the environment may experience obstacles and difficulties to participate fully and effectively with other citizens based on equal rights". This law then also became a reference for the government in terms of developing the capacity of its organization. Especially the ministry of social affairs through UPT Senta Wirajaya Makassar.

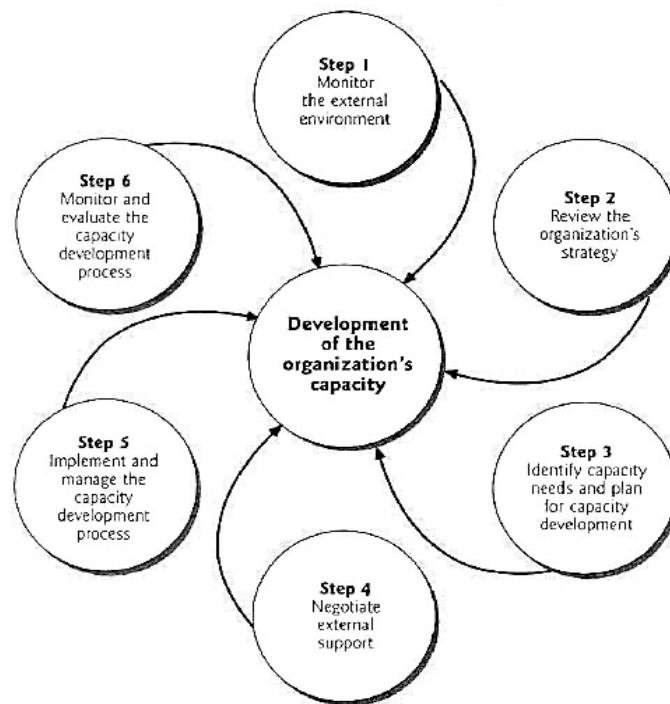


Figure 1. capacity development theory

UPT Sentra Wirajaya itself is an implementing unit under the ministry of social affairs which has the task of carrying out empowerment of people with disabilities. UPT Sentra Wirajaya was formerly called the Wirajaya Social Rehabilitation Center for People with Physical Disabilities (BRSPDF) Makassar City before being changed to UPT Sentra Wirajaya through the Regulation of the Minister of Social Affairs of the Republic of Indonesia Number 3 of 2022 concerning the Organization and Work Procedures of Technical Implementation Units within the Directorate General of Social Rehabilitation. The purpose of this change is to streamline the performance of the integrated work implementation unit of the Ministry of Social Affairs in order to realize, prepare program plans, evaluation, and reporting, implement access facilitation, implement assessments, implement social rehabilitation assistance services,

implement monitoring and evaluation of social rehabilitation assistance services, implement termination and post-service social rehabilitation assistance data and information management, and, implementation of administrative affairs (Deswanti et al., 2023).

UPT Sentra Wirajaya conducts various types of integrated training such as sewing, automotive, electronics and other entrepreneurial training. The government hopes that through the handling of sentrawirajaya, people with disabilities will gain their independence. But, of course, to realize the vision and mission of the government, synergy is needed from every element of the coaching organization, namely UPT Sentra Wirajaya in carrying out the capacity development of its organization to carry out the integrated empowerment process.

Related to the eradication above, the researcher was then interested in seeing what organizational capacity development has been implemented by UPT Sentra Wirajaya in the context of disability empowerment in the city of Makassar through the approach of capacity development theory by Horton (2003), namely: In this theory there are 6 steps to see how the process of developing organizational capacity so that it can be even better, these steps can be understood as follows:

Step 1 Monitor the external environment to identify needs and opportunities for organizational change

Political, social, technological, or economic changes can drastically alter an organization's purpose, focus, and capacity building process. In today's turbulent times, it is important for organizations to monitor external trends and develop strategies to address changing opportunities and threats. For example, how UPT Sentra Wirajaya can see the situation and condition of people with disabilities who have not been fostered to make it a consideration in order to develop their organizational capacity.

Step 2 Review the organization's strategy

Capacity building needs are best identified within the framework of organizational strategy. As the organization monitors its external environment, it needs to periodically reassess its mission, goals, strategies, and programs. All of the research teams argue that conducting strategic planning exercises before starting to strengthen certain capacities would be beneficial.

Step 3 Identify capacity needs and plan for capacity development

Developing a monitoring and evaluation system as part of a capacity building plan will help managers assess how capacity development contributes to the organization's short- or long-term plans. In this way, capacity building can support organizational strategy. In fact, few participating organizations have well-developed mechanisms for monitoring the external environment or for strategic planning and management.

Step 4 Negotiate external support

Even with the best planning, an organization may not have enough resources to build its capacity as quickly as it wants. Some external support for training, workshops, collaborative projects, or basic equipment is provided to all national organizations participating in these projects. In most cases, national organizations utilize a variety of external support sources for capacity building.

Step 5 Implement and manage the capacity development process

Nothing is more demoralizing and jeopardizing to organizational performance than thorough planning that is not followed by serious implementation. All studies conclude that effective management is essential for organizational capacity development. Developing organizational

capacity involves the process of organizational change that needs to be managed effectively in order to stay on track and move forward. If there is no effective management in an organization, management development should be a component of the capacity building strategy.

Step 6 Monitor and evaluate the capacity development process

Organizational strategy must remain dynamic and flexible because organizational needs and priorities can change. Regular monitoring and evaluation of the capacity building process in light of changing organizational priorities is a key source of information that can help managers readjust their activities. Monitoring and evaluation can also ensure that capacity building actually contributes to organizational capacity and performance, and does not drain resources from higher priority areas.

Methods

The informants in this study were the staff and employees of UPT Sentra Wirajaya Makassar located on Jl. A.P. Petterani No. KM 4 kel. Sinrijala, Panakkukang District, Makassar City, South Sulawesi. In this study, researchers used a capacity development model according to Horton (2003) which divided capacity development steps into 6 stages. While the research method used is a qualitative descriptive method, where the data obtained will be analyzed and then poured into a series of words, this technique aims to systematically describe the facts and data obtained.

Results and Discussion

Based on the field findings, researchers found that there were several things which were later described as follows, regarding the capacity development of UPT Sentra Wirajaya. First, regarding the steps *to monitor the external environment to identify needs and opportunities for organizational change*, in this case, the staff and employees of UPT Sentra Wirajaya have often carried out the process of monitoring disability needs and as well as the *Engagement process* where social workers from UPT Sentra Wirajaya are responsible for establishing relationships with people with disabilities who have not been touched by assistance. through a way adapted to the situation of the community and conducting data collection in several social organizations related to the condition of the disabled community.

Second, regarding *Review the organization's strategy* based on the results of field data, UPT Senta Wirajaya often conducts staff and employee performance training in its work unit units, especially for new employees who will certainly be in direct contact with the disabled community. Every program and activity carried out is always based on the Regulation of the Minister of Social Affairs of the Republic of Indonesia No. 3 of 2022 Article 9 by carrying out the functions of: preparation of plans, programs, and budgets, implementation of access facilitation, implementation of assessment, implementation of social rehabilitation assistance services, implementation of monitoring and evaluation of services, social rehabilitation assistance, implementation of termination of social rehabilitation assistance services, mapping data and information, monitoring, evaluation, and reporting as well as the implementation of administrative affairs.

Third, *Identify capacity needs and plan for capacity development* has been implemented for a long time by UPT sentra wirajaya starting with the initial monitoring stage In-depth assessment is carried out by social workers to determine the needs of self-development of people with disabilities from various aspects such as physical, emotional, social, mental, spiritual functions as well as the development of interests and talents. The results of the assessment then become the basis for monitoring social workers in UPT Sentra Wirajaya to develop their organizational capacity.

Fourth, *negotiate external support* in this case UPT Sentra Wirajaya is expected to be able to negotiate or carry out cooperation with external parties. Such as agencies or companies to accept individuals with disabilities who have been trained by UPT Sentra Wirajaya so that they can work and channel the performance of their training results. However, until now the routine cooperation carried out with external parties only includes one company, namely ALFAMART / ALFAMIDI. Apart from these companies, there has been no constant cooperation between UPT Sentra Wirajaya and the private sector for the recruitment of trained disabled personnel. However, the UPT Sentra Wirajaya does not necessarily let go of the disability community who have been empowered in some examples, for example for individuals who take sewing classes will then be given free sewing machine assistance or service training participants will be given equipment according to the type of training they have attended.

Fifth, *Implement and manage the capacity development process*, the implementation carried out by UPT Sentra Wirajaya is always based on Law number 8 of 2016 concerning persons with disabilities and Regulation of the Minister of Social Affairs of the Republic of Indonesia number 3 of 2022 concerning Organization and Work Procedures of Technical Implementation Units within the Directorate General of Social Rehabilitation. In addition, the form of task management by UPT Sentra Wirajaya has not changed much since the name change which used to be the Wirajaya Social Rehabilitation Center for People with Physical Disabilities (BRSPDF). The forms of tasks that have been implemented by UPT Sentra Wirajaya are, *Engagement, Intake and Contract, Assessment, Planning, Intervention, Evaluation and Termination*. Through this stage, the task force captures people with disabilities who need empowerment assistance.

Monitor and evaluate the capacity development process Periodic monitoring and evaluation of the capacity building process in light of changing organizational priorities is a key source of information that can help managers readjust their activities. One form of evaluation carried out by UPT Sentra Wirajaya with resocialization guidance (work learning practice). This activity is a routine activity for Beneficiaries before taking the exam. The implementation of Work Learning Practice (PBK) is carried out for 25 (twenty-five) working days. Participants of Work Learning Practice are Beneficiaries of UPT Sentra Wirajaya which based on the results of the Case Conference (CC) decision has been determined according to the qualified ability of participants with disabilities. In addition, by conducting regular surveys of students about the level of training satisfaction and suggestions given by participants will be discussed with the team to continue to develop organizational performance capacity.

Conclusion

Based on the results of research conducted by researchers, it can be concluded that six of the five points of capacity development stated by Horton (2003) have been well implemented by UPT Sentra Wirajaya. One point that still needs to be considered is *Negotiate external support* where the form of cooperation that is established with external parties of companies or agencies that carry out recruitment for disabilities is only one company. Based on this, it is important for UPT Sentra Wirajaya to increase the form of cooperation with external parties, companies or related agencies so that people with disabilities who have been trained can channel the results of the training they get as provisions in continuing their careers.

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