

# Systemic Capacity Building In Mattiro Deceng Implementation Unit Of Women's Social Service Center

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## Abstract

Systemic capacity building is an approach in assess the capacity building of an organization aiming to emphasizes the creation or strengthening of capacity for program execution independent of the permanence of an institution. The aim of this study is to describe and analyze the development of systemic capacity at Mattiro Deceng implementation unit of women's social service center in Makassar city in the development program female sex workers. This study used a qualitative research method with the type of explorative research. The data was collected through observation, in-depth interview, and documentation. Data analysis techniques were carried out by data collection, data condensation, data display, and conclusions drawing/ verifying. The results show that in the nine elements of systemic capacity development, the elements of performance capacity have been met in the needs of food and clothing and the board of the fostered clients, but not yet on the equipment of skills development. Personal capacity has been well met. workload capacity and supervisory capacity have been implemented well. the element of facility capacity has been met in quantity, but not in quality. Meanwhile, the capacity of supporting services was not implemented. The structural capacity and system capacity are well implemented either in the flow of information, in the recruitment process, in employee placement, or in the forms of cooperation. However, financial flows and information systems have not run optimally, but the role capacity is running well.

**Key Words:** Capacity Building, Systemic Capacity Building, Development Program, Female Sex Workers

## Introduction

In Indonesia, prostitution is already big business, World Health Organization find that in some country; Indonesia, Malaysia, the Philippines, and Thailand, the sex industry now accounts for an estimated 2%–14% of gross domestic product (GDP). Indonesian Ministry of Social Affairs generally records the number of registered sex workers, i.e., those registered in localization spread across Indonesia. In 2018 ministry of social affairs states that Indonesia is the country with the highest number of localizations with a total of 40,000 female sex workers spread across various regions. As a social problem, prostitution needs serious handling so that the increasing of a number from year to year and does not give a negative impact on people's lives. In south Sulawesi, there is Mattiro Deceng Technical Implementers Unit of Women's Social Service Center (UPT PPSKW) that give rehabilitation for female sex worker. After finish

their rehabilitation, unfortunately based on observation, many of them return to prostitution and the program didn't run optimal this because the organization still lack of capacity.

Organizational capacity building is a system-wide, planned effort to increase organizational performance through purposeful reflection, planning, and action. One thing is clear, organizational capacity is better conveyed through metaphors than models. The root system of a tree is helpful. An organization with capacity is like a tree with a good root system. It is a living system sustained and energized by myriad forces and factors in its environment. Whether a tree is young or old, small or large, its life is conditioned by its root system. In the same way the health and vitality of an organization is the measure of its capacity. (Rickett, 2000)

## Literature Review

### Capacity Building

Capacity building refers to certain, expansion or upgrading of stock of desired qualities and features called capabilities that could be continually drawn upon over time (Paul, 1995). Capacity building can be defined straightforwardly as a process for strengthening the management and governance of an organization so that it can effectively achieve its objectives and fulfill its mission (Beesley & Shebby, 2010; Connolly & York, 2002).

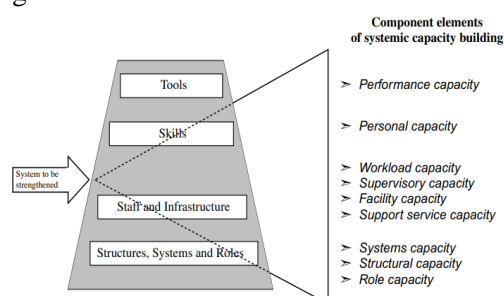
Capacity building can be characterized as the approach to community development that raises people's knowledge, awareness and skills to use their own capacity and that from available support systems, to resolve the more underlying causes of maldevelopment; capacity building helps them better understand the decision-making process; to communicate more effectively at different levels; and to take decisions, eventually instilling in them a sense of confidence to manage their own destinies (Schuftan, 1996).

Thus, capacity building is not limited to just training personnel or the provision of technical assistance, but may also include overhauling systems, remodeling physical infrastructure, recruiting new personnel, and improving the efficiency of the use of existing resources (Wing, 2004).

### Systemic Capacity Building

Systemic capacity building is emphasizing the creation or strengthening of capacity for program execution independent of the permanence of an institution. systemic capacity building can enable program execution independent of changes of personalities, technologies, social structures and resource crises, i.e., it implies developing sustainable, and robust, system (Potter & Brough, 2004)

**Figure 1.** Component element of systemic capacity building



Source: Potter & Brough (2004)

The systemic capacity building has nine element that grouped into four-tier hierarchy of capacity building. (1) tools: performance capacity, (2)

skills: personal capacity, (4) staff and infrastructure: workload capacity, supervisory capacity, facility capacity, and support service capacity, (4) Structure, system, and roles: system's capacity, structural capacity, and roles capacity. differentiated nine separate but interdependent components of the unitary concept 'capacity building'. By applying systematic capacity building, there will be a better understanding of the organizational shortfalls can be assessed and a more logical approach taken regarding where action is needed most.

### Research Method

This research method uses qualitative research with descriptive type. Data was collected through in-depth interview, observation and documentation studies. Data processing and analysis techniques were carried out by the data reduction, data display, and conclusion drawing/verification. The research was carried out at Mattiro Deceng Technical Implementation Unit of Women's Social Service Centre (UPT PPSKW) in Makassar city.

This study uses four component of systemic capacity building to measure the level of capacity building in the implementation of development program for female sex workers. The four elements are tools, skills, staff and infrastructure, structure, systems and roles.

There are several informants in this study, namely the social rehabilitation section of the social service of the South Sulawesi province as the person in charge of the program; the head of the UPT; the social worker of UPT as the leading implementer of the program; the section head of all section in UPT; the female sex workers who was in the rehabilitation period; and non-governmental organizations (NGOs) that collaborate in implementing the program.

## Result and Discussion

### 1. Tools

Component of tools is the fulfillment of supplies and equipment to support program implementation. No matter how talented a person is, and how much training they received, their knowledge can't be applied if the supplies and equipment doesn't support (Potter & Brought, 2004; Brown *et al.*, 2001). Paul (1995) define capacity building refers to the creation, expansion or upgrading of a stock of desired qualities and features called capabilities that could be continually drawn upon over time.

Element of Performance capacity have been well met in the daily needs of the clients in Mattiro Deceng such as the needs of clothing, housing, and

food. However, supplies and equipment for job skills guidance i.e., sewing skills, cooking skills, and salon skills has not been fulfilled optimally. Equipment for sewing skills is 2 sewing machines, 1 overlock machine, and supporting equipment such as thread, cloth, and needles. As for the cooking skills is stoves, ovens, mixers, and blenders, as well as additional equipment such as cutting boards, cake molds, knives, and so on. For salon skills, there are dressing tables, salon chairs, mattresses, hair straighteners, and hair clippers, as well as supplies such as shampoo, hair vitamins, body scrubs, and makeup supplies such as powder, eyebrow pencil, and so on. The number of supplies and equipment available is certainly not in accordance with the number of existing clients.

## 2. Skills

Systemic capacity building can be seen if the performance capacity in organization is require. In Mattiro Deceng, performance capacity has been well met. This can be seen from the participation of both structural and functional employees in job training and seminars provided. This is in accordance with the systemic capacity building which explains the importance of personal capacity, where personal capacity and performance capacity are interrelated. No matter how much equipment they provide, the equipment can't be effective if there is a lack of skill. Meissner *et al.*, (1992) describe the need to acquire expertise applies to both direct service providers as well as to health bureaucrats and Meissner *et al.*, (1992); Schwartz *et al.*, (1993) That the development of technical expertise is often considered to be essential for organizations so that they can plan, implement and evaluate appropriate programs and measures.

## 3. Staff and Infrastructure

Component of staff and infrastructure can be seen from if there enough staff with broad enough skills to cope with the workload and the form of program supervision. In this component, the systemic capacity building is also seen from the facilities capacity, as well as the existence of supporting service capacity.

Workload capacity assesses capacity building from the suitability of the number of employees and the tasks or workloads assigned. In Mattiro Deceng, the workload capacity is based on the number of existing employees. Functional employees, commonly known as social workers (PEKSOS), totaling 22 people, will be responsible for explicitly clients during rehabilitation in 5 months. Based on the number of client quotas of 50-100 people in five months, each PEKSOS will

be responsible for 2-4 clients. Workload capacity is significant in an organization. A proportional number of employees and the amount of workload given will have a good impact on the organization and make the functions and goals of an organization can be achieved optimally. Too few employees compared to the workload given will have a destructive impact and result in the slow completion of the task and the less-than-optimal achievement of goals due to the large number of burdens given that are not proportional to the completion time of the number of existing employees. The opposite will also occur if there are many employees, while the burden is too little. It will result in fat and sluggish organizational form and only impact organizational waste. Concerning supervisory capacity, Mattiro Deceng has carried out supervision well.

The supervision capacity is carried out in various forms, such as monthly and annual reports, visits, and surprise inspections. The Ministry of Social Affairs in south Sulawesi carry out various forms of supervision. This form of supervision is also supported by a punishment for employees that not following the rules. This is in line with the systemic capacity building proposed by Potter and Brough (2004), where supervisory capacity is vital in supporting the implementation of effective organizing. With poor designed of administration system, where there is no forum and monitoring system that can reflect on shortcomings in a meaningful manner. significant improvements cannot be carried out. An accountable program can also have a good impact if it is used as a guide and improvement in the implementation of the next program.

Facility capacity at Mattiro Deceng has been met in quantity, but not in quality. Potter and Brough (2004) explain that the capacity of facilities plays a role in supporting program implementation. Facilities in an organization must be in accordance with the number of employees and the workload provided. co-ordination and planning are necessary to ensure resources and facilities can be mobilized when required (Poncelot and Goyet, 1996).

As for supporting facility capacity, Potter & Brough (2004) add an element of supporting service capacity as an element in systemic capacity building. Supporting service capacity can be in the form of laboratories, research facilities, banks, additional units, and so on, usually provided by the private sector. However, in practice, Mattiro Deceng cannot fulfill this element because all the available facilities come from the central, and there are no additional facilities from any cooperation party.

#### 4. Structure, system, and Roles

The structural capacity can be seen from whether the organization provides forums where effective and efficient decisions can be made. In Mattiro Deceng, the existing forums are case conferences, weekly meetings, and monthly meetings. The case conferences conduct by social workers that intend to discuss problems in the rehabilitation process that are difficult to handle. All employees and clients hold weekly meetings to discuss problems or obstacles experienced during the rehabilitation period. In addition, there is also a forum where the preparation of the budget plan is discussed by every division. The weekly meetings are held by all employees to discuss problems or obstacles experienced during the rehabilitation period. at this meeting, the clients can attend and discussed their complaints. There is also a forum where the preparation of the budget plan is discussed by every division. In that discussion, the budget that will be submitted to the social service of the South Sulawesi province then discussed based on the needs of each section/division. Based on this, it can be concluded that the implementation of structural capacity in Mattiro Deceng has been in accordance with the systemic capacity building.

Systemic capacity building can also be seen through the flow of information and finance, recruitment and placement process, and form of cooperation. capacity building needs to focus on the way decisions are made, the way information and money flows around, the limitations on personal or team activity, and so on (Inglehart, 2000).

The flow of information in Mattiro Deceng has gone well. It could be seen from the absence of obstacles in delivering information from the central to Mattiro Deceng. Recruiting and placing employees was also under existing regulations, where the recruitment and placement process was not carried out based on intervention from any party. Recruiting and placing employees was carried out without any intervention from any party, and prioritizing the principle of “the right man on the right place” to achieve the goals of an organization. Cooperation is essential in capacity building; Organizations must cooperate with the private sector and other community (Potter and Brough, 2004). The development of partnerships between organizations or groups of people who might otherwise have little or no working relationship is another approach to building capacity. the two-way flow of knowledge can lead to partnerships through which the resources required to plan and implement programs may emerge (Chavis, 1995; Marty et, all., 1996).

Systemic capacity building can also be seen through the flow of information and finance, recruitment and placement process, and form of cooperation. The flow of information in Mattiro Deceng has gone well. It could be seen from the absence of obstacles in delivering information from the central to Mattiro Deceng. Recruiting and placing employees was also under existing regulations, where the recruitment and placement process was not carried out based on intervention from any party. Recruiting and placing employees was carried out without any intervention from any party, and prioritizing the principle of “the right man on the right place” to achieve the goals of an organization. Cooperation is essential in capacity building, as described by Potter & Brough (2004), Organizations must cooperate with the private sector and other community.

The existing forms of cooperation have been carried out maximally. It could be seen from the cooperation carried out by Mattiro Deceng with various government and NGOs supporting the program implementation process. In financial flows, there were several obstacles to the approval of the proposed budget, especially the budget for repairing building facilities. The source of funding and finance for Mattiro Deceng came from the social service of South Sulawesi province the party responsible to the program implementation. All forms of funding and needs that had been convened and compiled by Mattiro Deceng required approval from the central, but since the COVID-19, the funding provided had been cut, and several applications for funds were still hampered and not approved. In addition, systemic capacity building could also be seen through the existing filing system and information system. Mattiro Deceng still used the old archiving system, and the digitization of the archives has not run optimally. Likewise, with the existing information system, Mattiro Deceng publication and information media on the website have not been updated since 2016, and the social media accounts did not have any posts yet. It was certainly not in line with systemic capacity building by Potter and Brough (2004) which explains how vital is component of capacity of system are in systemic capacity building, where the element of capacity system is one of the elements that must be met first. Role capacity is the last element in assessing whether the systemic capacity building in an organization has been running well. In Mattiro Deceng, capacity of role has performed well. It could be seen from the employees who carried out each task and responsibility following the existing main duties and function. However, in practice, other employees still often carried out some tasks that

not their responsibility. Moreover, it was still considered reasonable. Furthermore, its implementation was still coordinated with the employees who had the tasks. It was not due to a lack of employees, but some of the skills needed, owned by other employees, and based on instructions from superiors, as long as it did not cross the line. Hopefully, the employees can cooperate to support the implementation program optimally.

### Conclusion

Based on the results of research conducted by researchers, it can be concluded that among the nine elements of systemic capacity building, performance capacity has been met in the needs of food and clothing and the board of the fostered clients, but not yet on the equipment and the equipment of skills development. Personal capacity has been well met. workload capacity and supervisory capacity have been implemented well. The element of facility capacity has been met in quantity, but not in quality. Meanwhile, the capacity of supporting services was not implemented. The structural capacity and system capacity are well implemented either in the flow of information, in the recruitment process, in employee placement, or in the forms of cooperation. However, financial flows and information systems have not run optimally, but the role capacity is running well. In overcoming these problems, it is necessary to fulfill the need for supplies and equipment for skills guidance for clients in Mattiro Deceng i.e., sewing skills, cooking skills, and salon skills. This is because skill guidance is one form of coaching that is very important as a provision for fostered clients after the rehabilitation period is complete as a substitute for their old job as a female sex worker.

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