

# Organizational Capacity Development to Respond to Social Services for Homeless Children

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## Abstract

**Objectives:** This study is aimed to analyze the main aspects of organizational capacity development to respond to social services for homeless children. **Methods/Statistical Analysis:** Basic methodology employed in this study is a systematical review analysis and also applied the case study method to review the social services, especially for homeless children in Jakarta. **Findings:** There are two logical thinking developed in studies related to the organizational capacity development in social services for homeless children. The first is the logic of consequence. It is based on the achievement of objectives and how the organization and its activities serve as an instrument to achieve certain goals. This logic of thinking implemented on the consequences of organizational capacity at the micro and meso level. At the micro level include increasing social workers and professional capabilities, financial and infrastructure support. At the meso level, including increased educational, health and spiritual services. The second is the logic of conformity which is based on the organization's ability to relate itself to the wider environment, understanding the domain, limits and legitimacy. Logic of conformity implemented in organizational capacity at the macro level. The macro level of organization covering regulation supported social services and improvement cooperation with the business sector and industry. **Application/ Improvement:** At the micro level, the development of organizational capacity oriented on support of children development. Meso level prepared the children to be independent and be able to live together in a society. At the macro level, the orientations of organizational capacities were in availability regulation for support social services and cooperation to distribute the children who entered adulthood into the work place. Development theory and empirical study more comprehensively can expand our understanding of aspects in organizational capacity development.

**Keywords:** Homeless Children, Macro, Meso, Micro, Organizational Capacity Development, Social Services

## 1. Introduction

The social significance in the field of social policy is a chain of relationships that was formed by altruistic behavior for the public by social actors<sup>1</sup>. In the context of social policy, the focus of public policy more oriented to the service and guaranteed to citizens to achieve social welfare in the community. The focus of social policy mainly involves programs for disadvantaged groups<sup>2</sup>.

A kind of implementation in social policies is the social services. There are four types of basic social services, namely health, education, housing and social protection<sup>3</sup>. Homeless children are groups of people who need social services and in the context of Indonesia,

social organizations which are run by government have a strategic role in the running of social protection.

However, based on the phenomenon of the problem, there are several issues that should be concerned in implementing social services to homeless children. First, the limitations of statistical data of homeless children were a challenge for the social agencies or non-governmental organizations in processing of services and empowerment. Second, the capacity of the social institution was not proportional to the number of homeless children, so the service and empowerment were given less than optimal. Third, the capacity of the office of Social and non-governmental organizations need to be improved

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and adapted to the environment change of social services that was increasingly complex.

This study aimed to analyze the various aspects of organizational capacity development that play a role in the provision of social services for homeless children are not classified as good. This study has the urgency to be studied, because the capacity of organization capable in responding to the needs of homeless children as a means for social services as an ends or a purpose. Study of means and ends in the public service remains a viable issue to be researched.

The basic theory in understanding the organizational capacity is proposed by<sup>4</sup>, which describes the capacity at the level of technical, managerial and institutional. Some scholars like<sup>5-7</sup> have explained in their study of the concepts that are operationally to size in determining the capacity of organizations that can be classified into levels of technical, managerial and institutional.

The technical level organizations must have the capacity to exercise their functions in producing goods or services that transform inputs into outputs. At the managerial level, the organization has the capacity to design and control systems that produce goods or services for the procurement of inputs and create outputs. At the institutional level, organizations must be able to identify with the broader environment, determining domain, set limits and securing legitimacy. All levels of the organization's capacity should be directed to respond to social services especially for homeless children.

The ability of the organization in social services can't be separated from its capacity in the form of the ability to display the basic function, namely the achievement of goals, learning and problem solving<sup>6,8</sup>. At the micro level, organizations focus on the individual and the group as a collection of individuals, and capacity development oriented towards providing professional resources and technical<sup>6,9-11</sup>. At the meso level, organization focusing on capacity development in management systems for seeking the performance improvement in specific tasks and functions<sup>12-16</sup>. At the macro level, capacity development directed the ability in created the rules of game to respond the needs with regard to the value of efficiency, effectiveness, responsiveness, fairness, participation and sustainability that includes support for environmental and regulatory<sup>17-19</sup>.

Basic literatures as references only give a guidance in review the scope of the organizational capacity. In the context of responsive social services, need further study

for related concepts that can be used as a measurement of organizational capacity development through empirical study.

Capacity development in the context of an organization focused on increasing the ability of a public organization. The organizational capacity development is an important strategy for an organization of social service providers. Organization has to have abilities to develop a strategic plan that is intended to allow the organization can achieve its objectives clearly and be able to design organization in response to the needs of the services.

## 2. Methods

The scopes of the theories that have been selected as a reference haven't explained the operational concepts that can be directly applied. It is necessary to apply the proper scientific method to learn the concepts and context of the research. This study used a qualitative approach and research method applied in this study is a review systematical analysis<sup>20</sup>. Application of this method is based on the study of social services which are analyzed from

the perspective of the organizational capacity development through naturalistic paradigm. Some of the literature reviews and previous research related with organizational capacity building has been selected and criticized to get special criteria comprehensively in view the organizational capacity to respond to social services for homeless children.

This study also using the case study methods especially to explains special assessment for homeless children by using content analysis<sup>21</sup>. Case study involving the collection of data varies, because researcher tried to develop an insight of a case. Cases of homeless children can describe a specific view for good responsiveness from social service providers.

Informants were selected representing stakeholders in social services include groups of employees, social workers, professionals and users engaged in social services for homeless children organized by the Regional Government in Jakarta, Indonesia in 2015. In addition, some homeless children are also involved in viewing their perceptions. The results of the interviews, observation and document study conducted later compared with the results of the study of literature as a means of dialogue to get a conclusion.

### 3. Findings

Literature base and research results that have been selected systematically and integrated with the results of field research has provided a brief picture related to organizational capacities in three levels of study. Data extraction from several research findings and relevant information are very helpful in making synthesis to finding the answers to research objectives.

The logic of thinking developed in the studies related to organizational capacity development in social services for homeless children are logical consequences and conformity. The logic of consequences based on the achievement of objectives and how the organization and its activities serve as an instrument to achieve certain goals. The logic of conformity represented the organization's ability to relate itself to the wider environment, understanding the domain, limits and legitimacy. Both logic of thinking can be explained in organizational capacity development at the level of micro, meso and macro. Logic of consequences represented by the capacity of organizations at the micro and meso level, whereas the logic of conformity represented by the capacity at the macro level.

At the micro level, capacity development focuses on technical capacity building needs which include the availability of social workers and professionals, adequate financial support and infrastructure development. The orientations of meso level focus on the selection pattern of service and effective formation, such as health services, educational services and spiritual guidance. The macro level, more focus on policies that support capacity development related to social services and cooperation with small and medium enterprises as well as manufacturing industry for distribution of students who have completed training.

## 4. Discussion

### 4.1 Micro Level of Organizational Capacities

Social workers and professionals are the main actors in the social services for homeless children. As a profession, social workers have a key function of helping an individual's social functioning in order to carry out their social roles in society. In the service of homeless children, the ability of social workers as second parents absolutely necessary. Especially for children who do not have parents

or their parents are too poor, the role of social workers is essential in replacing the role of parents in providing basic education in social life. Professionals played a role in the provision of specialized expertise that was not shared by social workers in general. These services include psychological and spiritual services and these are several of services that cannot be separated in the education of children.

The financial support is an important factor in running operational activities. Better financial support to social organizations will make a better impact on increasing the number of programs that can be implemented. Budgets are generally supplied from the local government budget. While, for other aids can be supported from public and private donations in kinds of equipment and training.

Infrastructure is also an organizational capacity at the micro level. For the level of children under six years, the playground is an instrument to develop the children needs a special attention. For school-age children of seven to fifteen years, the infrastructure was needed to support learning and sports in social organization. For children ages about sixteen to eighteen years need more infrastructures to support vocational education or skills to be independent adult after their high school and have some special skills.

### 4.2 Meso Level of Organizational Capacities

Educational services are the main service in the homeless children. Especially for early childhood or before the children go to primary school, the education system is geared towards socializing education, building self-confidence, curiosity, discovery and development of ideas, the children ready to learn, quick to adapt and have the spirit of learning. For children who had formal education, they were placed in schools that have been working with the social organizations from elementary level to high school. In the high school level there are general or vocational school as an option for children.

Health services system has a decisive role in supporting the children's daily activities. Social organizations have been providing clinics for regular checks by health officers. If there are children in need of special care, the organization has been cooperating with the health center or the local district hospital for further medical treatments.

Other services that concern social homes are services in the fields of spirituality that are tailored to the religion professed by the children in social organizations. This

religiousness services are needed for children as a filter from negative influences of social environment. Although they live in an environment of social institutions, but children should be given an understanding about how they can live in the environment community later by holding to the principles of community and religious norms that exist in society.

### 4.3 Macro Level of Organizational Capacities

Social services for homeless children have explicit legal basis. Children rights are governed by the Convention on the Rights of the Child approved by the General Assembly of the United Nations on 20 November 1989 and ratified in Indonesia in 1990. In Indonesia, regulations governing the services to children include the law at national level until regulations in local government.

At the national level, there is Law Number 23 of 2003<sup>22</sup> which regulates children's rights and protection given to children. If it is associated with social services, there is a law of the Republic of Indonesia Number 11 of 2009<sup>23</sup> and operationally set in the Indonesian Government Regulation Number 39 of 2012<sup>24</sup>, which describes the types and mechanism of formation and implementation of the service. In addition, there is a Regulation of the Minister of Social, Number 30 of 2011 on National Standards of Children Care<sup>25</sup>. At the local government level, there is a Governor Regulation Number 18 of 2014<sup>26</sup>.

Although it was set in operationally, the mechanism of implementation by non-government organization needs support by the local government through adequate financial assistance. Social services performed by non-government organizations can supported the local governments respond to the needs of services for homeless children.

Cooperation with small and medium enterprises and the industrial sector is a good strategy that can be built to provide opportunities for children who have completed high school or vocational high school to be distributed in the work place, began with the internship process. For children who excel can obtain a scholarship provided by central and local governments to enter the college or university.

## 5. Conclusion

Based on analyzing the findings and discussion, there are several things that can be offered for this study. These

conclusions are responded to the research objectives in organizational capacity development especially social services for homeless children.

The responsiveness of social services for homeless children in Jakarta can be enhanced through improvement of organizational capacity for service providers. The development of organizational capacity can be implemented at micro and meso level oriented to consequences that must be met in social services for homeless children. While at the macro level, demanded of services conformity to the needs of social service environment.

Organizational capacity development in the micro level included increasing social workers and professional capabilities, financial support and the infrastructure that supports the development of the child. At the meso level, the improvement in educational, health and spiritual services prepared children to be independent and be able to live together in society. At the macro level, the legislation in supported social services was a policy that must be continued to be created and developed. In addition, its cooperation with the business sector and the industry that has been built should be improved to deliver children who entered adulthood into the work place.

Some aspects of organizational capacity development to respond to social services for homeless children organized by the local government in Jakarta can be a reference for further study. Development theory and empirical study more comprehensively can expand our understanding of special aspects in organizational capacity development.

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