

## Strengthening the Capacity of Social Welfare Institutions for Service Quality to Orphans, the Elderly and the Disabled

Muchamad Suradji<sup>a)</sup>, Sauqi Futaqi<sup>b)</sup>, Moh Hudi<sup>c)</sup>

Universitas Islam Darul Ulum, Lamongan, Indonesia

<sup>a)</sup>Corresponding author: msuradji@unisda.ac.id

<sup>b)</sup>sauqifutaqi@unisda.ac.id

<sup>c)</sup>hudi@unisda.ac.id

---

### ABSTRACT

The article was a community service result at the Al-Harokah Nahdhatul Ulama Social Welfare Institution (LKS-NU). It is a Social Welfare Institution with a focus on strengthening institutional capacity. The dedication of institutional management capacity at LKS NU Al Harokah used the Community-Based Participatory Research (CBPR) method. The results of this service showed that the strengthening of the institutional management capacity of the NU LKS had formed a separate management model. The strengthening activity also had a flow that started from the resources owned, the approach used, and the implementation process to the output and outcomes resulting from community service.

---

### ARTICLE INFO

#### **Article History:**

*Submitted/Received 19 Jan 2024*

*First Revised 27 Jan 2024*

*Accepted 28 Jan 2024*

*First Available online 30 Jan 2024*

*Publication Date 31 Jan 2024*

---

#### **Keyword:**

*Capacity Building*

*Social Welfare Institutions*

*Orphans*

*Elderly*

*Disabled*

## INTRODUCTION

Strengthening institutional capacity is an important need for the Nahdhatul Ulama Social Welfare Institution (LKS-NU) Al-Harokah. LKS Al Harokah is the only LKS in East Java whose legality is under the auspices of Nahdhatul Ulama. LKS-NU Al-Harokah is under the structure of the NU Babat Branch Management and is managed by the majority of the NU Kedungwangi Branch management and Anshor Sambeng Lamongan cadres. This LKS-NU is handling 200 service users or PPKS (Social Welfare Service Recipients). It could be said that this LKS is still new, it was founded in 2019 and was officially legalized starting in January 2023. Even though it has only been running for 4 years, LKS NU has handled many activities, including compensation for orphans, house renovations, disability services, elderly services, and various other forms of service assistance. This is a form of participation by the Nahdhatul Ulama Branch in helping fulfill PPKS in the Lamongan Regency.

Based on the data from the Lamongan Regency Statistics, there are 129,419 people as Social Welfare Services Recipients (PPKS) in various categories, such as poor families, street children, abandoned babies, the elderly, and others. For example, there are 784 people with disabilities, with 378 body categories, 153 blindness, 23 speech disabilities, 55 mental, and 175 multiple disabilities. Of the 129,419 PPKS above, the number of LKS is 34 institutions (BPS Lamongan Regency, 2022). This means that if all PPKS received services from LKS, then each LKS should handle approximately 3,8 thousand people. This is where the LKS NU Al Harokah becomes a challenge when answering this problem. Of course, in this case, it is not only the LKS that is responsible but also the Social Service and other related institutions.

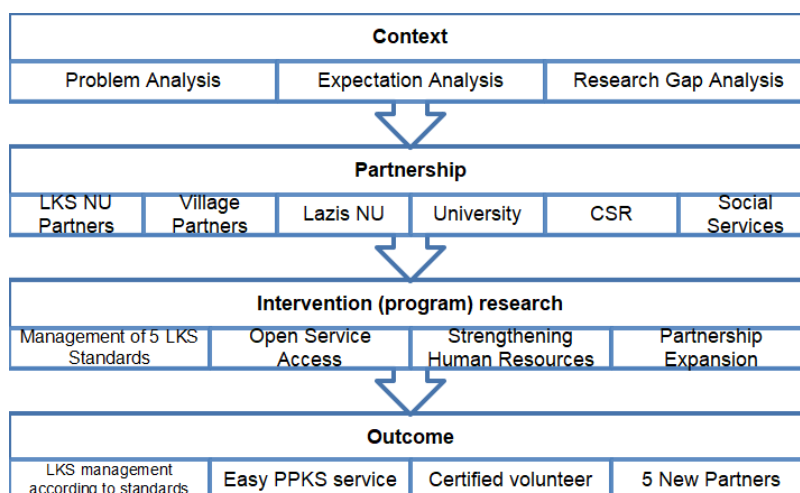
As a program that addresses the social needs of weak communities, LKS NU wishes to develop it professionally with maximum management quality standards. According to the head of LKS, Widiyanto (interview, 2023), there is a main problem that wants to be resolved together with university personnel, namely the capacity of institutional management to improve service quality. Even previously, at the end of 2022, the author also helped with the process of managing institutional legality and succeeded in obtaining a decree on establishment from the Ministry of Law and Human Rights. In the process of the journey, there were several problems faced, including, first, the issue of PPKS data which was still manual so it experienced difficulties when systematizing and synchronizing data. The second problem was easy access to services for PPKS. Third, not all administrators understand the service standards for LKS, so program implementation was still dominated by incidental activities. Fourth, LKS NU had limited professional human resources, and only 1 person has a certificate of expertise as a social volunteer. Fifth, the partnership network still relied on internal Nahdhatul Ulama organizations, such as LAZISNU, LPTNU, and donors (Widyanto, Interview, 2023).

Based on these problems, the author continues the partnership between LKS NU and LPPM University of Islam Darul Ulum by strengthening institutional management capacity with the main focus on standardizing LKS management, expanding open access to services, strengthening human resources, and expanding partnerships. The aim was that the LKS can provide quality services for Orphans, the Elderly, and the Disabled. Therefore, this service was very necessary for LKS NU Al Harokah to strengthen the sustainability of the institution and its programs.

## METHODS

The dedication of institutional management capacity at LKS NU Al Harokah used the Community-Based Participatory Research (CBPR) method. This method used 4 activity diagrams, namely context analysis, partnership, intervention (program) research, and outcome (Lucero et al., 2018; Sánchez et al., 2021). The choice of this method was based on the existence of problems that wanted to be solved

jointly with various program interventions. The flow of activity implementation processes could be seen in Figure 1.



**FIGURE 1.** Flow Chart of Community Service Using CBPR

In the first flow, the author carried out an in-depth analysis of LKS institutional problems by referring to the root of the problem, research gaps, and expectations. Analysis of the LKS context was carried out using interviews, observations, and, FGDs with LKS administrators. In the second flow, the author would ensure partners who participate in the implementation of this service activity. Several agreed partners will participate in training and mentoring.

In the third flow, program intervention was carried out by carrying out several activities in a collaborative and participatory manner. Some of the activity programs carried out were training and assistance on LKS institutional standardization, expanding access to open services, strengthening human resources for LKS managers, and expanding partnerships. This collaboration involved several stakeholders including the LKS NU administrators, the Kedungwangi NU Branch administrators, the Village Government, LAZISNU, the Lamongan LKS Forum, and the Lamongan Regency Social Service. Several stakeholders were involved as partners who participate in helping improve the quality of services at LKS NU Al Harokah.

In the fourth flow, the author would ensure the outcomes or outputs that were realized and produced from the processes above. Outcomes that could be felt by partners included the issuance of accreditation for institutions that had received good predicate. Apart from that, new human resources were also produced who were certified social volunteers. In the partnership aspect, LKS NU also had an increasingly wide range of partners.

## RESULT AND DISCUSSION

LKS NU Al Harokah was a social welfare institution under the auspices of the Nahdhatul Ulama Babat Branch, Lamongan. It could be said that until 2023, it would be the only LKS in East Java that was organizationally under the Nahdhatul Ulama organization. LKS NU Al Harokah was located on Jln. Dusun Keduk, RT/RW 014/007, Kedungwangi Village, Sambeng District, Lamongan Regency, East Java Province.

This NU LKS was handling 200 service users or PPKS (Social Welfare Service Recipients). You could say that this LKS was still new, it was established on 6 of Jumadil Awal 1443 AH to coincide with 10 of December 2021 and was legally formalized starting in January 2023. Even though it had only been running for 3 years, LKS NU had handled many activities, including compensation for orphans, house renovation, disability services, elderly services, and various other forms of service assistance.

This was a form of participation by the Nahdhatul Ulama Branch in helping fulfill PPKS in the Lamongan Regency.

In its development, LKS NU Al Harokah has organized various activities. This is because LKS NU Al Harokah in its licensing obtained a multi-service permit, namely Children, Elderly and Disabled. LKS NU Al Harokah was also permitted to handle cases of violence against women and children, as well as rehabilitate drug addicts. However, so far, LKS NU Al Harokah has only provided three services. Some of the service programs carried out include institutional, educational, humanitarian, life skills education, improving health and improving nutrition, and improving the 5 K (cleanliness, neatness, discipline, security, and togetherness).

### Implementation of the Activities

The implementation of community service activities at the Nahdhatul Ulama Al Harokah Social Welfare Board (LKS NU Al Harokah) would take place for 3 months in 2023. This implementation was focused on the standardization program of LKS management, the expansion of open services, the strengthening of human resources, and the expansion of partnerships.

- Standardization of LKS management

Implementation of management standardization was carried out by assisting in meeting LKS management standards. This assistance was mainly related to preparations for the institution's first accreditation. This was necessary to ensure that LKS NU Al Harokah was trusted as the service manager for Social Welfare Service Recipients (PPKS).

Assistance was carried out by starting to introduce the standards that LKS must have. These standards follow the Regulation of the Minister of Social Affairs of the Republic of Indonesia Number 22 of 2016 concerning National Standards for Social Welfare Institutions which included institutional standards, organizational and management standards, program standards, human resource standards, and partnership standards. The five standards were described and explained to LKS managers while practicing together. This practice had been running by institutional standards, LKS NU had an operational permit and was legally legalized starting in 2023. Organizationally and management-wise, LKS NU also had an organized management structure and division of work.

To meet the program's standards, the executor of LKS NU's dedication rearranged the program that was launched. The program was just a reinforcement of the annual program that had been planned. The program that become an important point for the following year was the expansion of strategic partnerships, independence through entrepreneurship, and improving services. The partnership was very important for LKS NU Al Harokah because of its limitations and the need for a wider network to facilitate and support the multi-services provided.



FIGURE 2. Assistance to the LKS NU Al Harokah Accreditation Visitation

Assistance in preparing complete documents for accreditation had produced results. During the ongoing visitation activity, the LKS manager was ready to prove several required documents. This data relates to accreditation instruments which included service program standards, service process standards, management and organization standards, facilities and infrastructure standards, human resource standards, and results standards. In this activity, LKS NU had received an accreditation grade of B. As the first accreditation, this achievement was a step forward considering the relatively new age of LKS NU AI Harokah.

Apart from achieving accreditation, management standardization was also carried out together with the implementation team from UNISDA by tidying up data that was still not neatly arranged. This was especially true for PPKS data, where each person must be accompanied by a complete assessment. The completeness of the assessment for each PPKS person was an important part of the LKS service. In contrast to educational institutions in general, PPKS data assessments must include client progress. This assessment was important because clients or PPKS were a vulnerable group and need comprehensive services.

- Expansion to Open Service

The expansion of open services turned out to be a problem that needed to be resolved. These open services were important for organizations (Lewis et al., 2020). This expansion was a form of realization of LKS AI Harokah which provided multi-services. LKS NU AI Harokah was not limited to village or district areas, but could or was permitted to accept PPKS from other districts and even other regencies.



**FIGURE 3.** Assistance in Data Management and Services for NU AI Harokah LKS

The expansion of services was further developed through the openness of information both through social media, websites, and data collection directly by visiting PPKS groups. Unlike groups in general, PPKS groups cannot access information, so they must involve stakeholders and their families.

In implementing assistance, managers need to recruit professional volunteers who were ready to carry out data collection at PPKS homes. This was necessary because most of them did not come from well-off families. This limitation needed to be overcome with a proactive strategy towards PPKS. With maximum data collection, services to PPKS could expand to various villages.

As an LKS under the auspices of Nahdlatul Ulama, LKS AI Harokah was open to all groups, both those affiliated with NU and other social and religious organizations. What LKS concentrates on was not the religious background, but rather the needs of PPKS, whether for orphans, the elderly, or the disabled. This openness became material for discussion in every Focus Group Discussion (FGD)

held between the service implementation team, LKS managers, and NU administrators. This openness could be accepted by all forums and it must even be emphasized that LKS NU Al Harokah moved to spread goodness and benefits to all groups who meet the qualifications as needing social welfare services.

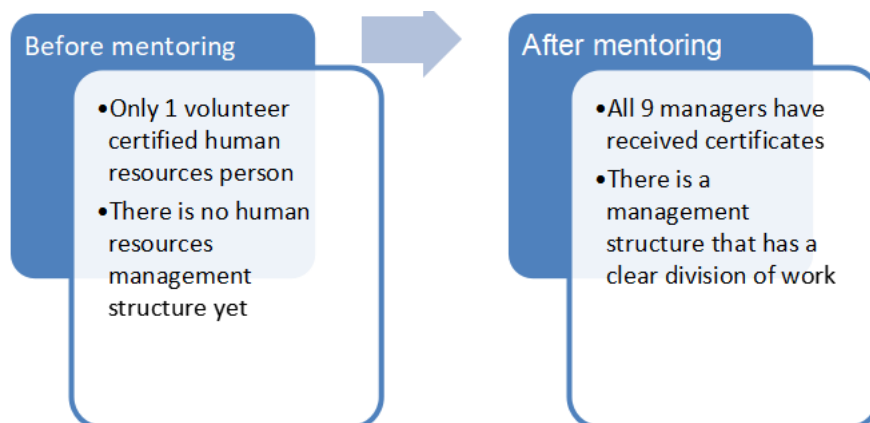
▪ **Strengthening Human Resources;**

Human resources played an important role in institutions (Mousa & Othman, 2020; Stone et al., 2020), including LKS NU Al Harokah. Human resources managing LKS had special qualifications. Even though they did not have a bachelor's degree, LKS managers must have a certificate of expertise as a social volunteer. However, at LKS NU Al Harokah, the average manager had a bachelor's degree qualification and also had a social volunteer certificate.

The importance of the social volunteer certificate had not yet fully become common awareness. The first time the author assisted, only 2 people already had one. Currently, almost all managers had attended training and had received graduation certificates as social volunteers from the Ministry of Social Affairs. This certificate was useful for guaranteeing service quality and was one of the indicators in the LKS accreditation instrument.

Strengthening human resources at LKS NU not only facilitated participation in training to obtain a certificate of expertise as a social volunteer but also required continuous upgrading of knowledge by collaborating with various agencies. Strengthening human resources also brought in experts from social services and the LKS Lamongan forum.

In this upgrading activity, the importance of the PPKS assessment was explained as proof of LKS' readiness to be accountable for its services. This was also needed when LKS applies for assistance provided by the Social Service. Strengthening human resources managing LKS provides experience for LKS in maximizing services for the elderly, orphans, and people with disabilities. These three services had different specifications. Even though the NU Al Harokah LKS was an LKS with multi-service licensing, its management still pay attention to different standards. Services for the elderly were of course different from child welfare services.



**FIGURE 4.** Changes in HR capacity after HR mentoring

▪ **Partnership Expansion**

The expansion of this partnership was carried out by the author together with LKS NU administrators, Kedungwangi Branch administrators, as well as village stakeholders. Partnerships for institutions played an important role as capital in improving services to PPKS. In its

implementation, this partnership expansion was carried out by identifying several strategic partners divided into 5 institutions, namely government agencies, universities, corporate CSR, Lazisnu, and donors. Apart from these five agencies, LKS NU had joined the LKS Lamongan Forum, where this forum had provided a lot of information regarding social welfare institutions.

Expanding partnerships and opening social networks for welfare institutions was a strength for the sustainability of their services. Collaborative networks were seen as the right tool to overcome problems related to the need for social services. Because the problem was bigger than any one organization, collaboration with other organizations was necessary if there was any hope of making progress in managing the problem effectively. Information dissemination networks were a common form of networking at any level of government. Problem-solving networks had several different goals. When the information dissemination network reaches a certain point, the network can turn into a problem-solving network that could help managers set a policy agenda for critical national or regional problems (Milward & Provan, 2023).

In this way, the expansion of the partnership network could be built and used by LKS NU sustainably. The hope was that the new partnership that LKS had would not only stop at just the company's CSR but can also partner with various sources that could be invited to collaborate in developing LKS NU programs, which were related to Children, the Elderly, and the Disabled.

### Implications of the Strengthening Program for the Quality of LKS NU Services Program

Community service implementation activities had shown the results of changes in increasing the institutional capacity of LKS NU. Changes lie in LKS management, standards or accreditation, strengthening human resources, and expanding partnerships. These changes could continue because the human resources side had been equipped. Currently, PPKS data had grown, from 112 to 200 PPKS.

**TABLE 1.** Implications of Service for Strengthening the LKS NU Al Harokah Institution

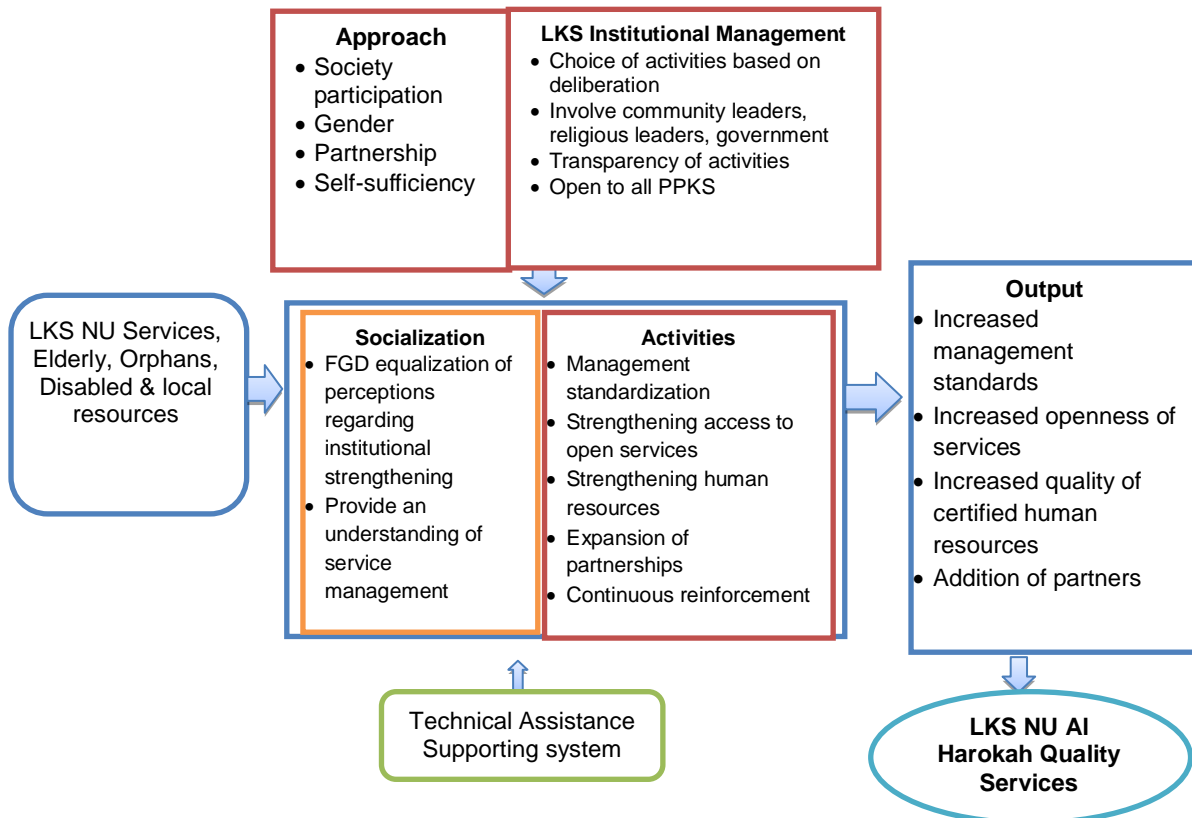
| No                                | Activity   | Activity Description   | Time Schedule      | Implications of Activities for LKS NU   | Program Implementation |
|-----------------------------------|--|--|--------------------|---|------------------------|
| Standardization of LKS management |  |  |                    |   |                        |
| 1.                                | Training and Assistance in Fulfilling LKS Management Standards | Carrying out the process of improving LKS management standards   | August 2023        | LKS had met 5 management standards and managers understand these standards            | Finished               |
| 2                                 | Training on Preparing Accreditation Forms for LKS              | Assisting with simulations in preparing accreditation forms and physical evidence                              | July – August 2023 | LKS had a B accreditation predicate   | Finished               |
| 3                                 | PPKS Data Systematization                                      | Carrying out systematic data collection on PPKS data guided by experts in the administrative field from UNISDA | September 2023     | PPKS data was recorded in Google Drive and was systematized complete with assessments | Finished               |
| Expansion of open service access  |  |  |                    |   |                        |
| 1                                 | Creating Website   | Carrying out the website creation process guided by experts from UNISDA Lamongan and involved                  | October 2023       | The LKS website still followed the NU Kedungwangi branch website and                  | Finished               |

| No                                   | Activity                                     | Activity Description  | Time Schedule           | Implications of Activities for LKS NU  | Program Implementation |
|--------------------------------------|--|---|-------------------------|--|------------------------|
|                                      |  | several related students increased open access services   |                         | was in the process of creating its website.  |                        |
| 2                                    | Website Management Assistance                | Assisting in managing the website to provide service information to PPKS and PPKS Candidates and training on managing the LKS website to increase ease of access and transparency by involving several students under the guidance of experts from Academics. | October - November 2023 | The website content already contained reports regarding the development of NU LKS            | Finished               |
| <b>Strengthening human resources</b> |  |   |                         |  |                        |
| 1                                    | Social Volunteer Competency Training         | a. Conduct training to become a social volunteer guided by certified volunteers<br>b. Carrying out educational methods for all managers   | October 2023            | All managers had attended training and received Social Volunteer certificates                | Finished               |
| 2                                    | Financial Bookkeeping and Recording Training | Bookkeeping and financial recording training to increase transparency guided by experts in the field of accounting  | November 2023           | Managers received bookkeeping recording materials  | Finished               |
| <b>Partners Expansion</b>            |  |   |                         |  |                        |
| 1                                    | Partnership Capacity Building                | Creating Collaborative Awareness<br>Introducing Strategic Partners<br>Adding strategic partners<br>Continuous training with WA Group sharing  | November 2023           | LKS NU already had 4 additional partners, CSR Pegadaian, Donors, Perumda, and Baznas         | Finished               |
| 2                                    | Sharing Study and drafting the MoU/PKS       | Conducting a sharing study with strategic partners preparing MoU and PKS draft  | November 2023           | LKS NU had obtained PKS with agencies, one of which was the NU Hospital for elderly services | Finished               |

### Model for Strengthening Institutional Management of LKS NU

Strengthening the institutional management capacity of the NU LKS had been implemented to form a separate management model. This strengthening also had a flow starting from the resources owned, the approach used, and the implementation process, to the output and outcomes resulting from community service. The strengthening model could be seen in Figure 5.





**FIGURE 5.** Institutional Strengthening Model for the Quality of LKS NU AI Harokah

The strengthening model as shown in Figure 5 showed that LKS NU had the resources it already has. First, they were a community that previously had experience in the field of distributing donations, which was part of LAZISNU. Second, the managing human resources had sufficient educational qualifications, and after mentoring they had a comprehensive social volunteer certificate. Third, organizationally, LKS NU had adequate legal licensing, so that in running the program it was recognized and trusted. Fourth, they had clear client or PPKS targets, and only need easy access and systematic data collection, especially about PPKS assessments.

Thus, this potential was strengthened by community participation, gender, partnership, and self-reliance, approaches (Elmhirst, 2013; McNaughton et al., 2019). This was because LKS NU was a non-profit institution, so partnerships, self-reliance, and community participation were very necessary for the development of LKS (De Boni et al., 2022). Its management, this institution was also managed by involving deliberation with stakeholders, being transparent and open to all groups included in the PPKS category. This approach and management also support the implementation of training and service programs which included institutional standardization, open services, strengthening human resources, and expanding partnerships. This implementation process had produced an output in the form of a standardized institution as proven by obtaining the B accreditation predicate. The resulting output also included the addition of certified social volunteers and an increase in the number of partners. In the end, this output gave birth to an outcome in the form of quality LKS management. This quality could at least be an output that was directly felt by LKS.

As a form of community service, the author would also publish the results of the service in the form of service articles published in the Sinta 4 journal. Apart from articles, the author would also register the results of the service work in the form of HKI and books. The hope was that the output of this publication can be utilized both by higher education institutions as well as LKS managers and service authors who wished to follow up service programs in different places with additional concentrations in more useful fields.

## CONCLUSION

Dedication to Social Welfare Institutions was very important to improve the quality of services. LKS NU AI Harokah had received B accreditation after training and assistance in fulfilling LKS management standards. This accreditation was very important to increase recognition of PPKS services. Service openness was also a concern in this year's service. The NU LKS currently provides open access for PPKS which can not only be accessed by NU, but anyone who falls into the PPKS category. This openness was also displayed on the PR NU Kedungwangi website. In the future, this website would be managed independently and specifically provide open information services.

Apart from that, strengthening human resources was an important part of human resource management. Initially, LKS NU AI Harokah only had 1 social volunteer certificate, namely the head of the LKS. However, through mentoring, the managers were aware and were willing to take part in volunteer training. Currently, 100% of managers had expertise certificates as social volunteers. In this way, LKS NU HR had received recognition as expert managers. These human resources could become capital for the sustainability of LKS NU AI Harokah. Expanding partnerships was an important part of the development of LKS NU AI Harokah. Several government agencies, CSR companies, donors, universities, and hospitals had explored and agreed to collaborate with LKS NU AI Harokah. The hope was that with more partners, LKS NU could further develop and improve the quality and quantity of services for Orphans, the Elderly, and the Disabled.

## ACKNOWLEDGMENT

The author would like to thank the Directorate of Islamic Higher Education, Ministry of Religious Affairs of the Republic of Indonesia.

## REFERENCES

- BPS Kabupaten Lamongan. (2022). *Kabupaten Lamongan dalam Angka*. BPS Kabupaten Lamongan.
- De Boni, A., Melucci, F. M., Acciani, C., & Roma, R. (2022). Community composting: A multidisciplinary evaluation of an inclusive, participative, and eco-friendly approach to biowaste management. *Cleaner Environmental Systems*, 6, 100092.
- Elmhirst, B. (2013). Negotiating gender, kinship and livelihood practices in an Indonesian transmigration area. In *Women and Households in Indonesia* (pp. 208–234). Routledge.
- Juli Astutik, dkk. Pendampingan Panti Asuhan Menuju Lembaga Kesejahteraan Sosial Anak (LKSA) Yang "Terakreditasi" Jurnal Pengabdian Kepada Masyarakat Membangun Negeri, VOL. 5 NO. 2 (2021), <https://doi.org/10.35326/pkm.v5i2.1238>
- Lewis, D., Kanji, N., & Themudo, N. S. (2020). *Non-governmental organizations and development*. Routledge.
- Lucero, J., Wallerstein, N., Duran, B., Alegria, M., Greene-Moton, E., Israel, B., Kastelic, S., Magarati, M., Oetzel, J., & Pearson, C. (2018). Development of a mixed methods investigation of process and

- outcomes of community-based participatory research. *Journal of Mixed Methods Research*, 12(1), 55–74.
- Kemenkumham, D. (2016). Peraturan Menteri Sosial Republik Indonesia Nomor 22 Tahun 2016 tentang Standar Nasional Lembaga Kesejahteraan Sosial.
- Mardiana, Manajemen Pengelolaan Lembaga Kesejahteraan Sosial dalam Membentuk Kemandirian Panti Pelayanan Sosial Anak, *IMEJ: Islamic Management and Empowerment Journal*, Vol. 5 No. 1 (2023) September.
- McNaughton, D., Light, J., Beukelman, D. R., Klein, C., Nieder, D., & Nazareth, G. (2019). Building capacity in AAC: A person-centred approach to supporting participation by people with complex communication needs. *Augmentative and Alternative Communication*, 35(1), 56–68.
- Milward, H. B., & Provan, K. G. (2023). A manager's guide to choosing and using collaborative networks. In *Understanding Nonprofit Organizations* (pp. 141–149). Routledge.
- Mousa, S. K., & Othman, M. (2020). The impact of green human resource management practices on sustainable performance in healthcare organisations: A conceptual framework. *Journal of Cleaner Production*, 243, 118595.
- Sánchez, V., Sanchez-Youngman, S., Dickson, E., Burgess, E., Haozous, E., Trickett, E., Baker, E., & Wallerstein, N. (2021). CBPR Implementation Framework for Community-Academic Partnerships. *American Journal of Community Psychology*, 67(3–4), 284–296.  
<https://doi.org/https://doi.org/10.1002/ajcp.12506>
- Stone, R. J., Cox, A., & Gavin, M. (2020). *Human resource management*. John Wiley & Sons.
- Sucipto, H. (2021). Pendampingan Penyusunan Laporan Keuangan Sesuai Pernyataan Standar Akuntansi Keuangan No. 45 Pada Lembaga Kesejahteraan Sosial Dan Anak Baiturrahmah Jombang. *COMVICE: Journal Of Community Service*, 5(1), 1 - 8.  
<https://doi.org/10.26533/comvice.v5i1.765>.
- Sukmana, O., Astutik, J., & Nasrullah. (2022). Pendampingan Peningkatan Pengelolaan Dan Branding Panti Asuhan. *Qardhul Hasan: Media Pengabdian Kepada Masyarakat*, 8(1), 33–44.  
<https://doi.org/10.30997/qh.v8i1.4569>