

Analysis of Organizational Capacity Development National Food Agency

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ABSTRACT

National food security is the nation's main capital in realizing prosperity and increasing competitiveness and facing global challenges. In response to these conditions, the Government has taken a number of steps to improve national food management, one of which is through Law No. 18 of 2012 regarding Food and its derivative regulations which mandate the formation of a National Food Agency. Nearly three years after its formation, the performance of the National Food Agency still has a number of obstacles in terms of limited infrastructure, limited budget, limited human resources, and performance indicators that are not in accordance with the authority of the Agency. The article entitled Analysis of Organizational Capacity Development of the National Food Agency aims to analyze the development of the organizational capacity of the National Food Agency so that it is able to carry out its duties and functions optimally through the concept of organizational capacity development theory. Data collection in this research used a qualitative approach through analysis of literature studies from journals, books and statutory regulations documents as well as making observations, then comparing the results of the literature study collection and observations. Based on the analysis that has been carried out, the organizational capacity of the National Food Agency needs to be increased through development in the dimensions of staffing, human resources, resource development, financial health, and financial systems, and strategic planning, mission, and vision.

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Introduction

Food is a basic human need and is also a human right, because everyone in the world has the right to be free from hunger. In 2014, *the Institute for Management Development (IMD)* predicted that in 2050 the issue of climate change would greatly affect economic resources, especially food. This trend is shown by food prices continuing to rise in almost all countries due to the phenomenon of global climate change. The impact of this

phenomenon in the future is a change in the world political constellation which currently views oil as a source of conflict to food as a source of conflict. In the concept of human security, food is also an aspect of human security threats which include economic security, food security, health security, environmental security, individual security, community security and political security. So that threats that disrupt this process become a national threat that must be eliminated (Bahtiar et al., 2021). Indonesia, as a country that has abundant natural resources, is expected to be able to realize national food security which will become the nation's main capital in facing global challenges. The pressure to optimize the implementation of domestic food affairs is growing in society, especially to resolve food problems that often arise, including stabilizing food prices, food distribution and food imports.

The government has taken a number of corrective steps related to national food management, in terms of policy, Law No. 18 of 2012 regarding Food and its derivative regulations have been issued. One of the materials in these laws and regulations is the mandate to establish a Government Institution to carry out government duties in the food sector. This institution is expected to be able to realize Food Sovereignty, Food Independence and National Food Security.

Following up on the mandate to establish institutions in the Food Law, in 2021 the Government established the National Food Agency. The National Food Agency as a government agency directly responsible to the President is a transformation of the Food Security Agency of the Ministry of Agriculture. This organizational transformation was also followed by the transfer of employees, equipment, funding and documents. It is hoped that the formation of the National Food Agency will be able to resolve problems in the food sector, including: slow policy making, policy disharmony between Ministries/Institutions, sectoral egos, and unsynchronized food data. It is hoped that the implementation of government tasks in the food sector which were previously spread across several Ministries/Institutions can also be integrated into the National Food Agency.

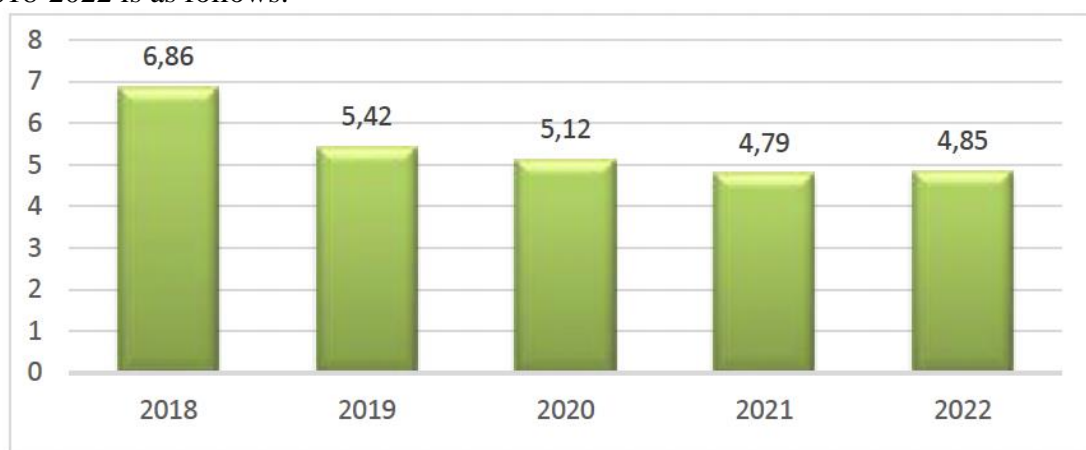
Nearly three years after its formation, the National Food Agency's performance in resolving various national challenges in the food sector still has several obstacles. Indonesia's score in the Global Food Security Index (GFSI) released by The Economist still does not meet the target set in the National Medium Term Development Plan 2020-2024. The GFSI index compares the food security situation between countries based on aspects of food availability, accessibility, quality and safety as well as sustainability and adaptation. The indicators used as references are: (1) food availability; (2) food accessibility; (3) food quality and safety; (4) natural resources and resilience to disasters in the composite calculation. Indonesia's GFSI score in 2022 has only reached a score of 60.2 compared to the target in the National Medium Term Development Plan 2020-2024 of 64.1 in 2024. The score in 2022 has also decreased compared to the score obtained in 2018. The GFSI score development table is as follows. :

Table 1 Development of GFSI Scores 2018-2022

Year	Affordability		Avalability		Quality and Safety		Natural Resources and Resilience		Total	
	Rank	Score	Rank	Score	Rank	Score	Rank	Score	Rank	Score
2018	54	77,6	32	65,4	86	53,7	106	37,9	57	62,4
2019	56	75,3	34	65	87	51,6	112	33,5	62	60,4
2020	50	79	28	65,7	91	49,5	113	33,1	57	61,4
2021	54	74,9	37	63,7	95	48,5	113	33	69	59,2
2022	44	81,4	84	50,9	78	56,2	83	46,3	63	60,2

Source: National Food Agency Action Plan 2023

Still related to the aspect of national food security, the Food Insecurity Experience Scale (FIES) assessment, which is the prevalence of the population with moderate or severe food insecurity, is used to measure the level of food insecurity experienced by individuals in the population in the last 12 (twelve) months. The scale of experiences measured includes the inability to get enough food, the inability to consume quality and varied food, a reduction in portions or frequency of eating in a day, to the extreme condition of feeling hungry because you don't get any food at all. Based on an assessment carried out by the Central Statistics Agency, Indonesia's FIES value in 2022 will be 4.85%. This means that 4.85% of Indonesia's population experiences moderate or severe food insecurity. This value experienced a jump compared to the assessment in the previous year, namely 4.79%. Improving the FIES value in the future will be homework that needs to be completed immediately by the National Food Agency considering that in the National Medium Term Development Plan 2020-2024 it is targeted that Indonesia will reach a FIES value of 4.05 in 2024. The development of Indonesia's FIES value in 2018-2022 is as follows:



Graph 1 Development of Indonesia's FIES Values 2018-2022

Source: National Food Agency Action Plan Document 2023

Furthermore, to understand the factual condition of the National Food Agency's organizational capacity, in the 2022 National Food Agency Performance Report Document it is recorded that the National Food Agency has completed 7 (seven) Strategic Targets which are translated into 17 (seventeen) Key Performance Indicators. Of the 17 (seventeen) strategic target performance indicators, 13 (thirteen) performance indicators are in the very good category, 1 (one) performance indicator is in the good category, 1 (one) performance indicator is in the quite good category, 1 (one) performance indicator is in the good category is in the poor category, and 1 (one) performance indicator is in the

very poor category. Performance indicators that fall into the poor category are: The ratio of food commodities to commodities under authority with an average price at the producer level of a maximum of 5% below and/or 10% above the HAP/HPP/Economic Price. Meanwhile, performance indicators that fall into the very poor category are: Prevalence of *Undernourishment* (PoU). In the conclusion of the 2022 National Food Agency Performance Report, it is stated that the main obstacles faced in achieving the performance of the National Food Agency in 2022 are as follows:

1. Infrastructure limitations;
2. Limited human resources;
3. Limited budget; And
4. There are several performance indicator targets that require cross-sector involvement

Taking into account the target data and performance achievements in handling issues in the food sector above, strategic initiatives are needed to organize the National Food Agency organization so that it is able to work optimally in accordance with the objectives of its formation. One strategy that can be implemented is to develop organizational capacity in a targeted manner. (Horton, 2003) states that organizational capacity development is a process for organizations to increase their ability to formulate and achieve relevant goals. Therefore, organizational capacity development must focus on the critical capacities needed by the organization. Organizations, both government and non-government, have initiated the implementation of capacity development to improve performance and face organizational dynamics in the future. (Horton, 2003) argues that capacity development needs to be carried out in the resource and management dimensions. Meanwhile, (J. E. Walters, 2020) describes the dimensions of organizational capacity development which consist of the dimensions *Resource development, financial health, and financial systems, Strategic planning, mission, and vision, Human resources and legal affairs, Leadership and staffing, Programming, Communications – internal & external, Technology*.

Based on the description above, researchers want to conduct an analysis of the development of the organizational capacity of the National Food Agency as an effort to improve organizational performance achievements. The purpose of this research is to analyze the development of the organizational capacity of the National Food Agency so that it is able to carry out its duties and functions effectively and efficiently, in accordance with the mandate of the formation of the organization, the performance targets set, and the dynamics of the development of the organization's internal and external conditions.

Literature Review

According to Daft, an organization is a social entity that is goal-directed and deliberately designed as a system of structured and coordinated activities, and connected to the external environment. The main element of an organization is not the organizational building or a set of policies and procedures contained within it, but rather emphasizes the collection of people and the relationships formed between its members (Daft, 2004). Wilson and Rosenfel (1990) in (Senior & Fleming, 2006) say that what is meant by organizational structure is the pattern of relationships between the component parts of an organization, which outlines patterns of communication, control and authority.

Structure differentiates the parts of an organization and explains the relationships between those parts. Meanwhile, (Bartol et al., 2003) in defining organizational structure emphasize the element "designed by management" so that the definition becomes a formal pattern of interaction and coordination designed by management to link individual and group tasks in achieving organizational goals. (Sutarto & Izzah, 2022), tries to define

an organization simply, namely that an organization is a system of mutual influence between people in groups who work together to achieve certain goals. Various factors in this sense are related to each other. Thus, in an organization a system is needed which means the unity of various factors that are bound by certain principles.

In the context of organizational capacity development, experts' definitions of organizational capacity development have various meanings. Starting with the definition of capacity, according to (Milen, 2006) capacity is the ability of an individual, organization or system to carry out its proper functions effectively. Meanwhile, according to Morgan in (Milen, 2006), capacity is the ability, skills, understanding, attitudes, values, behavioral relationships, motivation, resources, and conditions that enable each individual, organization, work network/sector, and system to wider to carry out their functions and achieve development goals that have been set from time to time.

The diverse opinions regarding capacity expressed by experts make searching for a definition of capacity like exploring the world in the story Alice in Wonderland: confused and annoying (Williams, 2021). Although many experts criticize the weaknesses of capacity theory, capacity is becoming an increasingly common analytical framework and theoretical reference for bureaucracy experts and institutional reform practitioners. The history of the development of the concept of capacity itself began with an international aid program by world donor agencies in the early 1970s which focused on improving human resource skills in developing countries. However, this program was seen as having less impact so that in the 1980-1990 period donor agencies expanded the definition of capacity to also include organizational and institutional factors (Williams, 2021). From this explanation, capacity development is not limited to training personnel, but is also related to overhauling systems, improving physical infrastructure, recruiting new employees, and increasing efficiency in resource use.

The appeal of capacity as a conceptual framework for applied policy and academic research is well founded. First, capacity is not seen as a way to simplify the many potential dimensions of organizational performance into a single conceptual dimension that an organization can have more or less of. Second, capacity is defined as the country's ability to implement policies – not only policies currently being implemented, but also hypothetical future policies. Third, capacity as a concept is useful because it creates a neutral and apolitical target for reform.

Capacity development has the aim of optimizing abilities, knowledge and resources more effectively, strengthening understanding and relationships between stakeholders, and resolving issues in the areas of values, behavior, motivation and conditions to support sustainable development (Danquah et al., 2023). Organizational capacity development can also be conceptualized as the availability of resources and capabilities that enable organizations to anticipate risks, make decisions, and implement policy strategies (Lee & Chen, 2022) Organizations with weak capacity will have difficulty facing future challenges. From the definition of the purpose of capacity development, capacity development is not only related to improving performance but also has the aim of creating organizational readiness to face challenges and/or implement future policies.

Although the terms capacity building and capacity development are often differentiated, they both cover training, organizational development, employee strengthening and institutional improvement (Danquah et al., 2023). Capacity building refers to the introduction of new capacity through a series of activities based on a roadmap. Meanwhile, capacity development is an approach that builds on existing skills and knowledge through a dynamic transformation process (Danquah et al., 2023). The

capacity building aspect which was considered too focused on the individual dimension was then expanded to include organizational and institutional dimensions into a concept of capacity development (Williams, 2021). Based on the conceptual differences mentioned above, in this research the author uses the concept of capacity development, paying attention to aspects of theoretical updates and the need to carry out in-depth analysis of the condition of the National Food Agency.

Regarding the dimensions of organizational capacity development, Horton divides the dimensions of organizational capacity development which consist of: Strategic Leadership, Organizational structure, Human Resources, Financial Resources, Physical Infrastructure, Program Process Management, Inter-institutional Linkages (Horton, 2003), (Andersson et al., 2016) said that organizational capacity development includes organizational mission, strategy and planning, program design and evaluation, human resources, management leadership, information and technology, financial systems and management, development funds, as well as marketing and communications. (Eisinger, 2002) also describes three dimensions from related literature regarding organizational capacity consisting of human resources, leadership, institutions, and networks. (Doherty et al., 2014) describes capacity development from five dimensions, namely human resources, finance, infrastructure, planning and development, and external relations. Furthermore, (L. C. Walters, 2012) looks at capacity development from the aspects of resource development, financial health, and financial systems, strategic planning, mission, and vision, human resources and legal affairs, leadership and staffing, programming, communications – internal & external, and technology. Opinions regarding the dimensions of capacity development were also conveyed by domestic researchers (Haryono et al., 2012) who described the dimensions of capacity development as human resource development, organizational strengthening and institutional reform.

Based on the understanding of the aspects and dimensions of organizational capacity development above, most experts have the same thoughts in describing the dimensions and objectives of organizational capacity development. Experts say that the dimensions of organizational capacity development consist of human resources dimensions, organizational dimensions, system dimensions, budget dimensions, leadership dimensions, and networking or communication dimensions. Apart from these 6 dimensions, Walters added *strategic planning, mission and vision aspects and programming aspects*. Strategic planning, *mission and vision aspects and programming aspects* are fundamental in bureaucratic organizations as the basis for structuring structures, systems and budgets. Therefore, the author is of the view that in research on capacity development for the National Food Agency it is quite relevant to use the capacity development theory as proposed by Walters.

Research Methods

In this research, the author used qualitative methods. In qualitative studies, the researcher is considered the main instrument of data collection and analysis. (Maxwell & Frankenberger, 2022) states that there are five objectives of qualitative studies that are very useful in research, including: (1) Understanding the meaning given by informants to an event, experience, situation and actions taken; (2) Identifying unexpected phenomena and influences; (3) Can produce new theories; (4) Understand the process of events and actions; and (5) Developing causal explanations. The qualitative data that has been obtained is then analyzed and interpreted based on certain theoretical orientation concepts. (Prasetyo, 2021) said that in collecting data, the techniques commonly used by

qualitative researchers are (1) interviews with informants, (2) direct observation of several things, (3) study of various written materials, (4) analysis of photos, videos, drawings, caricature illustrations. Data collection in this research used literature studies from documents, books, journals and statutory regulations.

Results and Discussions

In conducting an analysis of the organizational capacity development of the National Food Agency, researchers used the theory of organizational capacity development as proposed by (J. E. Walters, 2020) along with relevant theories in the field of public administration to analyze the main problems of the National Food Agency as presented in the 2022 National Food Agency Performance Report as follows :

Infrastructure Limitations

One of the infrastructures that is of concern in the results of food agency performance evaluations is related to organizational structure. Organizational structure is a dimension of organizational capacity development which was also presented by (Millen & Shmatikov, 2001), (Grindle, 1997) and (Bank, 2013). Meanwhile, Walters (2020) uses a more general term to describe the dimensions of organizational structure, namely the *staffing dimension* . Regarding *staffing dimensions* or staff management, the problem of high workload will have an impact on staff dissatisfaction in the organization (J. E. Walters, 2020). This is in line with the limited infrastructure at the National Food Agency which has an impact on the high workload of organizational units in carrying out tasks and functions that reach down to the Regional Government.

The current organizational structure of the National Food Agency is still quite simple compared to the structure of similar government institutions. The organizational structure of the National Food Agency consists of the Main Secretariat, 3 (three) Deputies, the Food Data and Information Center, and the Inspectorate. A simple organization can be seen as a positive thing if it is linked to government policies that encourage the realization of an efficient and agile government organizational structure. However, in the operational implementation of the duties and functions of the National Food Agency, this is seen as a weakness.

Table 2 Organizational structure of the BPS-Statistics Indonesia, National Cyber and Crypto Agency, and Financial and Indonesia's National Government Internal Auditor

No	Institution	Head Office Organizational Structure	Vertical Agencies/ Technical implementation Unit
1	BPS-Statistics Indonesia	<ul style="list-style-type: none"> • Head • Principal Secretary • 5 (five) Deputies • Principal Inspectorate • Education and Training Center 	Vertical Agencies
2	National Cyber and Crypto Agency	<ul style="list-style-type: none"> • Head • Deputy head • Principal Secretary • 4 (four) Deputies • Principal Inspectorate 	Technical implementation Unit

			<ul style="list-style-type: none"> • Cybersecurity and Password Technology Certification Center • Center for Data and Information Communication Technology • Human Resources Development Center 	
3	Indonesia's Government Auditor	National Internal	<ul style="list-style-type: none"> • Head • Principal Secretary • 5 (five) Deputies • Principal Inspectorate • Center for Supervision Education and Training • Center for Surveillance Research and Development • Supervision information Center • Functional Position Development Center 	Technical implementation Unit

Source: Processed by researchers

If you look at the organizational structure at the National Food Agency Head Office, currently all functions of the National Food Agency have been divided into organizational units. However, in carrying out tasks in the regions, the National Food Agency does not yet have a Technical Implementation Unit as an extension of the Central Government's affairs. Based on Law Number 23 of 2014 regarding Regional Government, food matters are mandatory government affairs that are not related to basic services. Furthermore, in the Attachment to Law Number 23 of 2014, Government Affairs in the Food Sector have also been divided between the Central Government, Provincial Government and Regency/City Government. In optimizing the functions of the Central Government in the regions, the formation of a Technical Implementation Unit is not the only solution amidst the policy of limiting additional organizational units implemented by the Government. Problem analysis and measurable calculation of needs are required to form a Technical Implementation Unit. What needs to be developed in resolving the problem of limited infrastructure at the National Food Agency is to collaborate with the Regional Government and Public Company BULOG in carrying out operational technical tasks and functions.

Collaboration with Regional Governments can be carried out by increasing the guidance function of Regional Government organizational devices that carry out functions in the Food sector through the preparation of norms, standards, procedures and criteria and continued with the implementation of technical guidance and supervision. In terms of collaboration with BULOG, the National Food Agency has capital authority which comes from Presidential Regulation Number 66 of 2021 regarding the National Food Agency, which states that the Minister of State-Owned Enterprises has the authority to assign BULOG Public Companies to the National Food Agency in the context of implementing national food policy. The implementation of the regulatory mandate needs to be optimized by the National Food Agency considering that the Public Company BULOG has infrastructure resources spread throughout Indonesia.

Limited human resources

The human resource aspect is an important factor in organizational development. (Hall, 2003) argue that human resources are the ability to deploy human capital which refers to the competence, knowledge, attitudes and behavior of human resources in an organization. The need for human resources who have knowledge and skills is a determining factor for organizational success (J. E. Walters, 2020). Based on the National Food Agency's Performance Evaluation Document in 2022, human resource support within the National Food Agency consists of 195 Civil Servants who are the result of the transformation of the human resources of the Ministry of Agriculture's Food Security Agency. Of the 195 people, 116 people are in Functional Positions with the following distribution:

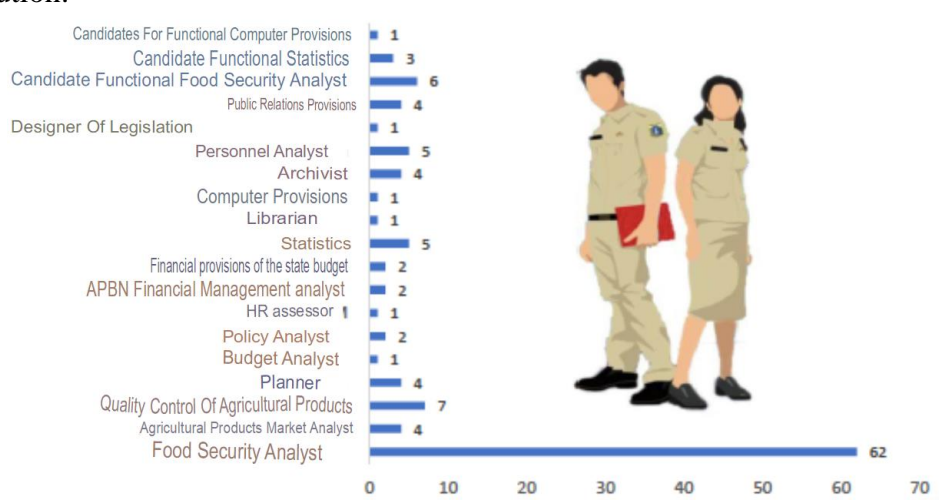


Figure 1. Distribution of Functional Positions at the National Food Agency 2022

As an institution that has implemented a bureaucratic simplification policy, the quantity and quality of Functional Positions that have specific expertise in carrying out tasks in the food sector is a crucial issue. With a lean structural approach, it is hoped that organizations can be more *agile* in carrying out their duties and functions with the support of professional human resources. Therefore, a competent Functional Position is needed as the spearhead of the service. For example, in carrying out functions related to monitoring the quality and nutritional safety of fresh food in circulation, a Functional Position of Agricultural Product Quality Supervisor is required that is adequate in terms of quantity and quality. However, unfortunately, the number of Functional Positions is only available for 7 (seven) people.

Efforts to develop human resource capacity within the National Food Agency can be carried out by increasing the fulfillment of specific functional positions in the food sector based on workload analysis. In the event that there is a *gap* between the need and availability of Functional Positions, the National Food Agency needs to fulfill it through adjustments/ *inpassing* and/or appointment of ASN in functional positions. Apart from taking these steps, the National Food Agency needs to develop competency certification in the food sector so that employees who sit in certain positions have the expected competency according to the duties and functions of the organization.

Budget Limitations

Budget availability influences organizational mission achievement, strategic planning, program planning, service quality, human resource management and leadership. To deal with the problem of limited budgets, organizations need to look for alternative sources of financing through building networks, creating partnerships, and

collaborating with organizations to share resources. To maintain healthy budgeting and an effective budgeting system, organizations need to have the ability to implement budget accountability through appropriate budget planning, clear procedures, and implementing regular monitoring (J. E. Walters, 2020).

The budget managed by the National Food Agency is still relatively low compared to similar government institutions. Comparison of the National Food Agency's budget with similar Government Institutions is as follows:

Table 3. Comparison of the total budgets of the National Food Agency, Central Statistics Agency, National Cyber and Crypto Agency, and Financial and Development Monitoring Agency

Year Budget	National Food Agency	BPS-Statistics Indonesia	National Cyber and Crypto Agency	Indonesia's National Government Internal Auditor
2022	Rp.277,365,666,000,-	Rp. 8,560,890,000,000,	Rp.546,480,339,000,-	Rp. 1,725,863,324,000,
2023	Rp.464,000,000,000,-	Rp. 8,018,904,552,000,	Rp.624,371,483,000,-	Rp. 1,943,633,267,000,

Source: Processed by researchers

Budget limitations originating from the APBN need to be responded to with a number of innovative steps. One step that can be taken by the National Food Agency is to improve the quality of government spending by implementing a performance-based budget planning process which can encourage a more measurable budget preparation process through clear *output* and *outcome indicators* that are in line with national development priorities. In managing the budget, the National Food Agency is also expected to be able to manage the budget and be accountable for its finances transparently. As is the main commitment in the era of financial management new public management (Rahayu & Juwono, 2019). In addition, in implementing its service function, the National Food Agency can increase Non-Tax State Revenue in accordance with statutory provisions. In the event that there is a fairly high potential for Non-Tax State Revenue, the service can be proposed to be managed through the Implementation of Public Service Agency Financial Management mechanism in order to obtain a certain amount of flexibility in implementing sound business practices in implementing service functions.

There are several performance indicator targets that require cross-sector involvement

The performance indicators contained in the National Food Agency's Strategic Plan Document are related to the capacity development dimensions of *strategic planning, vision, and mission and programming* dimensions . In practice, it is found that many organizations do not clearly understand the strategic planning, mission and vision of the organization (Walters, 2020). Through a clear understanding of the organization's strategic planning, mission and vision, it is hoped that it will be able to improve the organization's performance in the future. The critical elements of strategic planning, vision, and mission are:

- a. Long term planning;
- b. Creativity in the planning process;
- c. Implementation phase plan. (Doherty et al, 2014)

The problem with the National Food Agency's performance indicators in 2022 is related to the failure to achieve *the Prevalance of Undernourishment (PoU)* performance target, the implementation of which cannot be implemented by the National Food Agency itself, so it requires performance support across Ministries/Institutions/Regional

Governments. In response to this, the practice of collaboration between institutions is currently commonplace and needs to be improved in the implementation of government functions. Policy intervention from local governments will encourage the necessary collaboration, so that good governance involves relevant actors in terms of scaling up, access to marketing, increasing competence and capital (Kusumastuti et al., 2023).

PoU is one of the indicators on the global development agenda within the framework of the Sustainable Development Goals (SDGs), especially the 2nd goal, namely ending hunger, increasing food security and nutrition and improving sustainable agriculture. The increase in PoU from 2019 to 2022 with a PoU value in 2022 of 10.2 is contrary to the target which hopes that PoU will continue to decrease from year to year and reach 5.0% in 2024. This has been linked to the phenomenon of global disruption since early 2020, such as the Covid-19 pandemic, which continued with geopolitical conflicts, extreme climate change, inflationary turmoil, and increases in fuel prices. Based on Presidential Decree Number 111 of 2022 concerning Implementation of the Achievement of Sustainable Development Goals (TPB), achieving the PoU reduction target is mandated by 9 (nine) Ministries/Institutions, Provincial Regional Governments, and Regency/City Regional Governments. However, the National Food Agency is not one of the ministries/institutions mandated in the Presidential Decree so that the role of the National Food Agency in this case is as a supporting institution.

From the illustration of the problems with the National Food Agency's performance indicators, improving performance indicators needs to start from the planning process. The preparation of strategic planning, mission and vision is closely related to the translation of statutory mandates, national development priorities in the National Medium Term Development Plan, the President's Vision and Mission, as well as responses to internal and external organizational issues. Therefore, it is important for the National Food Agency to carry out a thorough and comprehensive analysis in preparing the Technocratic Draft Strategic Planning Document. Coordination between Ministries/Institutions/Regional Governments and capturing community aspirations to determine strategic targets in the Strategic Plan Document are also important to carry out so that the indicators set out in the Strategic Plan are able to answer the main issues in the implementation of the national food function and are of course in line with the scope of tasks and functions National Food Agency. Noting that the PoU indicator is a target indicator that involves cross-Ministries/Institutions/Regional Governments, the PoU in the National Food Agency's Strategic Plan in the future needs to be adjusted. Referring to the duties and functions of the National Food Agency, the Strategic Target implemented by the National Food Agency is limited to alleviating food and nutritional insecurity.

Conclusion

It is hoped that developing the organizational capacity of the National Food Agency will be able to improve the performance of the National Food Agency in achieving the objectives of its formation. At a relatively young organizational age, the National Food Agency is able to complete a number of performance targets given. However, a number of obstacles faced by organizations and long-term targets in national food management are still not as expected. To overcome a number of performance problems at the National Food Agency, it is necessary to develop the capacity dimensions of staffing, human resources, resource development, financial health, and financial systems, strategic planning, mission, and vision. These four dimensions of capacity development offer

solutions to the real problems faced by the National Food Agency as outlined in the 2022 National Food Agency Performance Report.

In the staffing dimension, the National Food Agency needs to optimize the implementation of tasks in the food sector in the regions which can be done by increasing collaboration through coaching local regional officials and collaborating on the use of BULOG Public Company infrastructure. In the human resources dimension, the National Food Agency needs to increase the number of Functional Positions in the food sector as the front guard in implementing the operational tasks of the national food system. In the dimensions of resource development, financial health, and financial systems, it is necessary to improve the planning process improving the quality of government spending by implementing a performance-based budget planning process as well as increasing income from services provided through PNBP and/or exploring the implementation of the PPK-BLU mechanism. In the dimensions of strategic planning, vision, and mission, improvement The quality of analysis in preparing the Technocratic Strategic Plan, coordination between Ministries/Institutions/Regional Governments, and capturing community aspirations, is expected to be able to improve issues in the field of determining performance indicators.

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