

SUMMARY

ROY TUMPAL E. M. PAKPAHAN, NIM: 157030102112003, Doctoral Program Administration Science Brawijaya University of Malang, 20118. CAPACITY BUILDING ORGANIZATION AND ITS IMPACT TOWARD THE EFFECTIVENESS OF PUBLIC POLICY'S FORMULATION: A Case Study at Presidential Staff Office of Republic of Indonesia (KSP-RI). Promoter: Prof. Dr. Abdul Hakim, M. Si., Co-Promoter: Dr. Siti Rochmah, M. Si; and Dr. Endah Setyowati, M.Si.

Basically, capacity building is an effort to build a method and strategy to develop an organization's capability in order to create a better condition. That condition is signed by an improvement in its performance which is in line with the increasing of efficiency, effectiveness, and responsiveness of the organization in doing job and functions. In other way, capacity building is a process that improves someone's, or an organization's capability, or a system to achieve the purposive goals.

The general characteristic of the capacity building's concept is that the concept itself would have a strong relation with organization's performance. Capacity building is needed when the organization, or individual performance is decreasing, or getting weak. In this case, the measurement of capacity building could be seen through its effectiveness in improving the performance of organization itself. Therefore, there are three main important things which are included in capacity building, which are: individuals, organization, and the network. Individual is related to skill, knowledge, and potential, and also effort to run the organizational goals. It is also included personality aspects at work. Organizational aspect defined as increased performance and how the organization ideally run role and function. Meanwhile, the network aspect and organization could not be separated from the environment. In fact, the network aspect and organization will need to interact with a larger environment to survive and evolve.

One performance unit that would like to achieve through the capacity building is the organization's effectiveness in formulating the public policies. Policy's formulation is a process of arranging that start from the listing of governmental agenda until the writing process of the policy. This stage a core of public policy because there would be a setting of boundaries of a policy. The formulated public policy determine the implementation process that would lead into the determination of policy's performance. Therefore, the formulation process is correlated with the effectiveness of policy's implementation.

This research is meant to describe and comprehensively analyse about: (a) the attempt of capacity building inside the presidential staff office; (b) the impact of capacity building toward the process of public policy's formulation that conducted the Presidential Staff Office; (c) the factors that could strengthen and degrade the capacity building in the Presidential Staff Office in arranging the public policy; and (d) the developmental model of capacity building inside the Presidential Staff Office, so that there would be an ideal model that could be used to increase the effectiveness of the public policy's formulation process.

The researcher used qualitative approach, and Interactive Model Analysis from Miles, et al. (2014). There are several conclusions that had drawn by the researcher, which are: first, the

attempt of capacity building would be effective if: (a) the vision and goals of the organization are operationally explained and understood by the whole stakeholders inside the organization; (b) the system policy that have been made is having an adaptive ability toward the internal and external changing; (c) there is an efficient and effective organizational structure that could support the main work's implementation and the organizational function; (d) there is an improvement in managerial and leadership aspects from the personnel who hold a certain position; (e) the improvement of human resources that could improve the technical and conceptual ability that in line with their task and function; (f) the internal and external accountability system that measured through the individual achievement based on their position at the office; and (g) the development of networking that result a support for the organization to achieve their visions and goals. Second, the capacity building in the organization would have an effective impact toward the formulation of public policy if there is a good coordination and communication that could bring a cooperation between departments in the organization, and also cooperation with other related organizations. It would be an added value if each department could give an input along the process, so that they could understand the needed public preferences about the formulation of a public policy. Third, the degrading factors that could weaken the capacity building in an organization could be eliminated if the community's perspectives about the organization are good because the organization cares about its interest, and the organization is also always upgrading its human resources' capability. It would also be good if the organization also upgrading its organizational reinforcement and the organization's reform.

The result of this research recommends for an organizational restructuring at the Presidential Staff Office so that there will not be an authority overlapping in conducting the work and function within any other organization inside the presidential office.

Keywords: Presidential Staff Office, capacity building, policy's formulation