

Organizational Capacity of the City Government of Cimahi in the Implementation of the Improvement of Community Food Diversification and Security Program

— *Review of* —
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ABSTRACT

The background of this research is food insecurity in Indonesia. The Central Government of Indonesia has had the improvement of community food diversification and security program to solve this problem. By autonomy policy, every local government, either district or city governments, have to implement this program. The City Government of Cimahi is one of the local governments which have to implement this program. The purpose of this research is to find out how the organizational capacity of the City Government of Cimahi implements the improvement of community food diversification and security program. The research method used in this research is the qualitative method. The collecting data technique is conducted through literature study, field study, and in-depth interviews. The validity technique is done by triangulation. The result of this research shows that the organizational capacity of Cimahi City Government has not been able to implement this program optimally due to various aspects. It can be seen that from human resources aspects, the training is not effective in delivering high performance team. In case of inter-organizational linkages between stakeholders, they still have constrains especially in coordination.

Keywords: Organizational Capacity, Community Food Diversification and Security Program

I. INTRODUCTION

Food is the most important need of every human being. Every day each household or individual tries to get food. Food security appears in the success of obtaining the access to food for a healthy living.

Central and local governments are obliged to ensure the access to food as a basic service commitment to the community. One of the Government's efforts to achieve food security is implemented through the Regulation of Minister of Agriculture of the Republic of Indonesia Number 14/Permentan/OT.140/3/2012 on the Improvement of Community Food Diversification and Security Program in 2012. In this case the embodiment of national food security begins from the fulfillment of food needs in the smallest area, that is, the rural area

as the agricultural base. The stages of the implementation of Food Self-Sufficient Villages (Desa Mandiri Pangan) consist of preparation, growth, development and independence.

Cimahi, as one of the autonomous regions, has a duty and responsibility to ensure food security in the region. The institution given the authority and task is the Department of Cooperatives, Micro, Small and Medium Enterprises, Industry, Trade and Agriculture of Cimahi City.

Various attempts have been made by the department in order to achieve food security in Cimahi. This is evidenced by including the program to improve diversification and food security of the community into of the flagship activities of the department. However, based on preliminary observations related to the capacity of the organization in implementing the improvement of community food diversification and security program in Cimahi, the obtained information is as follows:

First, the department organization has not been able to provide regular training and accompaniment for food self-sufficient villages. This is evident in the Human Resources in terms of quantity that still are lacking.

Secondly, there has been no significant increase in the income, purchasing power and food access of the community. It appears in the food production that has not increased and there has been no increase in the number of groups which are directly engaged in the food sector.

Based on this phenomenon, this research aims to gain an overview of the organizational capacity of the City Government of Cimahi in the implementation of the Improvement of Community Food Diversification and Security Program.

II. LITERATURE REVIEW

Organizational capacity can be interpreted into two definitions, namely as a "process" and "the ability to achieve objectives". As a process, organizational capacity is the ability of organizations to implement, develop, and exercise control over any tasks and programs to achieve the vision and mission and goals effectively. This is in line with the opinion of Ingham, Joyce and Donohue in Gazley and Christensen (2007), who interpret capacity as the "ability to marshal, develop, direct and control its financial, human, physical and information resources".

Meanwhile Horton, et al. (2003), states that the capacity of the organization is "its ability to successfully apply its skills and resources to accomplish its goals and satisfy its stakeholder's expectation". Operationally, organizational capacity includes resources, knowledge and processes run by an organization.

Lusthaus (2002) argues that such resources aspects of the organization are as follows: "Organizational capacity entails eight interrelated areas that underlie an organization's performance. These are strategic leadership, organizational structure, human resources, financial management, infrastructure, program and service management, process management, and inter-organizational linkage".

Thus, there are eight aspects that are interrelated in order to build the capacity of an organization in achieving its goals.

III. RESEARCH METHOD

The method used in this research is a qualitative research method that will reveal in depth the reality in the field. Data and information collected through interviews and observation and triangulation techniques are used to ensure the validity of the data. Informants in this study are the officials at the Department of Cooperatives, Micro, Small and

Medium Enterprises, Industry, Trade and Agriculture of Cimahi City, the employees related to the program, as well as the people of Cimahi.

IV. RESULTS AND DISCUSSION

The City Government of Cimahi has attempted to make its people able to live a decent life, to meet the nutritional needs of every household and individual, as well to realize robust food security. These efforts are performed by conducting the activity of Food Self-Sufficient Villages which includes four stages of implementation. First, the preparation stage includes the target site selection, determining the coordinator of companions, and socialization of activities. Second, the growth stage includes community empowerment through training, improvement of community's accessibility, institutional reinforcement, and cross-sectoral coordination. Third, the development stage includes development of food security by growing food reserves and utilization of food resources. Fourth, the stage of self-sufficiency includes the improvement of service and business networks, development of production diversification, marketing, and maintenance of facilities and infrastructure of rural areas.

Furthermore, strategic leadership as the first aspect of the organizational capacity plays a very important role. Strategic leadership views more on how the collective leadership is applied in running the organization. In this case, strategic leadership regulates the journey of an organization and helps it remain on purpose in carrying out its mission.

Mayor of Cimahi and all leaders, including the Head of the Department of Cooperatives, Micro, Small and Medium Enterprises, Industry, Trade and Agriculture in running the government of Cimahi City lead to the achievement of the Vision Cimahi City: "Toward the Smart Cimahi", with the mission: 1). To embody creativity in all fields; 2) To improve equality in public services; 3) To improve the ability to quickly respond to challenges, demands and conditions of the community; 4) To maintain the dynamics of livelihood in development; 5) To realize social piety among people of good character; and 6) To implement sustainable development." In this case, the practiced leadership has gained support and is accompanied by the distribution of authority, as well as the participation of subordinates. This is in line with the obtained information that every employee performs her/his work according to her/his main tasks and the leaders' instruction. Each employee has their respective roles in the organization. Support for ongoing leadership is shown in loyalty and suggestions or feedback given by employees to the leaders.

Organizational structure becomes the second aspect in which it includes the sharing of human resources and assignments as well as distribution of responsibilities in order to establish cooperation both individually and collectively. In this case, Department of Cooperatives, Micro, Small and Medium Enterprises, Industry, Trade and Agriculture acts as a liaison between the regional and central coordinators and provides input regarding the implementation of Food Self-Sufficient Villages.

In general the comprehension of agents of the activities of Food Self-Sufficient Villages is quite good. There has been already a distribution of tasks and each knew their main tasks and functions. This is evident in the task performance of civil servants who became the coordination connector between villages, regions, and the province. Meanwhile, a general guideline of Food Self-Sufficient Villages has been available so that reports are made in accordance with the form and the provisions of the general guideline. Cooperation among the implementers of Food Self-Sufficient Villages is adjusted to the field conditions, based on a commitment to work for the betterment of society.

Meanwhile, the quantity of human resources is still felt insufficient. This is due to the absence of companion to each of business groups joined in the Joint Group of Affinity (Gapoktas). In addition, training has not been conducted regularly for Food Self-Sufficient

Villages. The majority of companions have a farming background, while the existing business groups have a variety of business other than agriculture, such as animal husbandry, crafts, and water well drilling. Efforts to resolve the problem, including the provision of training became an obstacle of its own because of the lack of human resources in terms of both quantity and quality.

Financial resources are one of the aspects of organizational capacity. In this case, financial capacity is usually expressed in the form of budget availability. In the second year of the implementation of Food Self-Sufficient Villages, there was a reduction of funds earmarked for the activities. One of the impacts was the absence of incentives for the Food Village Team. Of course it affected the series of implementation of Food Self-Sufficient Villages, particularly those associated with providing motivation which up to that time had been conducted by the Food Village Team, which was needed by business groups.

Infrastructure is an integral part of the capacity of an organization. In general, the City Government of Cimahi has had office building equipped with sufficient light, electricity and water. Maintenance has been already conducted but it needs to be improved. Geographically, there are Food Self-Sufficient Villages in Cimahi which are far from the city center and the difficulty of access into this area makes sufficient transportation facilities become an urgent need.

Management of programs and services is viewed, among other things, from the planning which has been conducted. In the implementation of the program, of course, each administrative unit should establish goals and objectives in the planning process. Furthermore, plans which have been are elaborated to make it more operational to facilitate the program activities. The Improvement of Community Food Diversification and Security Program has become a flagship program of the Department of Cooperatives, Micro, Small and Medium Enterprises, Industry, Trade and Agriculture. Determination of goals and objectives must be based on the conditions and the situation of the local community so that the program is successful, then the pattern of interactions in the form of training and accompaniment should be implemented more maximally.

The aspect of process management therein emphasizes on activities that combine human variables and organizational variables by implementing management principles. The success of a program cannot be separated from the communication process which has been conducted. In line with this, communication is very influential, especially for the target group of the program. Communication which has been built is very visible during the training and accompaniment of Food Self-Sufficient Villages.

Meanwhile, the success of the activities of Food Self-Sufficient Villages is determined by inter-organizational networking. In this case, the activities of Food Self-Sufficient Villages involve various organizations, whether they are at central, provincial, and regency/city levels. Meanwhile, the central and provincial Food Security Councils act as the coordination association of the implementers of activities, the Department is responsible for the activities, then there is the Coordinator of Companions, the Head of District acts as the coordinator of villages which implement the activities in the working area, the Village Chief is responsible for operations at the village level, and the Food Village Team acts as an engine of the establishment of village food security.

V. CONCLUSION

The research results indicate that the City Government of Cimahi has implemented the Improvement of Community Food Diversification and Security Program. Meanwhile, Human Resources are still an obstacle of their own in the implementation of the program.

This is evident in the training and accompaniment which have not yet been conducted maximally due to limited human resources.

VI. RECOMMENDATION

Training and accompaniment should be conducted regularly. In addition, coordination and communication need to be improved, especially with regard to the preparation of baseline data and indicators of problems in the activities of Food Self-Sufficient Villages.

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