

Policy Capacity Framework Implementation at the Indonesian Air Force Academy

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Indonesian Air Force Academy (IDAFa) always tried to apply a perfect policy related to the IDAFa education pattern to be in line with environmental changes. The Semester Credit System had been applied in the Education pattern/curriculum at IDAFa in 1986, and since then there have been some policy changes adjusted to the conditions at that time. The changes are from 8 to 7 semesters in 1987, and then became 6 semesters in 2002, after that going back again to 4 years in 2011. Coordination outcome between Academy TNI HQ and Ministry of Education, research, and Science in 2012, based on Kep.Ristekdikbud:nomor 188/E/O/2012, 12th May 2012 The IDAFa study program was reactivated and graduates from the IDAFa are honour with of bachelors of applied defence. Policy based on policy capacity in IDAFa is continuously being implemented to apply all regulations from the national education system, especially about Ministry and institution Higher Education, and Higher Education National standards since 2013, with an accreditation result “B”, and then became “A” in 2018, and the last accreditation status achieved “Unggul” in 2020. Applying and adjusting an adaptive Policy capacity Framework by IDAFa, where It has special and unique character (military and higher education) and never been applied before. Policy capacity which is being implemented at IDAFa has two components, they are competency (analytical, operational, dan political) and capability (individual, organisational). Policy

implementation with policy capacity provides an intersection model result that can improve and maintain the quality education which had been achieved, also able to analyse an adjustment that can guide on how to maintain accreditation (quality) in individual or organization level.

Keywords: Indonesian Air Force Academy, Education, Policy capacity.

1. Introduction

President Jokowi's administration has set the vision of Indonesia 2045, which is to realize a sovereign, advanced, just, and prosperous Indonesia. The first pillar built to realize the vision is

Human Development and Mastery of Science and Technology (Bappenas 2019). In order to achieve the vision of Indonesia 2045, various public policies in the education sector, especially higher education, have been implemented by the government. This is in line with what was conveyed from Nugroho that public policy is a decision made by the state, especially the government, as a strategy to realize the goal of the state concerned to lead the community to the desired society. Therefore, policies in the field of higher education have been enacted in order to improve the quality of higher education, including military higher education (Nugroho 2008). The excellence of Indonesia's human resources can be achieved if higher education is of good quality. More than that, higher education can accelerate the process of improving the quality of Indonesia's human resources. Quality higher education will be able to realize superior human capital. The government is well aware of this, so various education policies at the higher education level have been implemented. Starting from Law number 12 of 2012 concerning Higher Education to its implementing regulations, namely Government Regulation of the Republic of Indonesia Number 57 of 2022 concerning the Implementation of Higher Education by Other Ministries and Non-Ministerial Government Institutions. This PP requires all provisions on PTKL to be complied with no later than two years from the time it is enacted. This means that by December 2024 all Vocational Higher Education under PTKL and LNPK must have met the National Higher Education Standards. In line with that, the Regulation of the Minister of Education, Culture, Research and Technology of the Republic of Indonesia number 53 of 2023 concerning Higher Education Quality Assurance was enacted. The necessary policies are constantly formulated and revised in accordance with the development of the situation and the needs of various stakeholder. The Indonesia National Army as one of the components of the nation also views education as very important to create professional personnel. The Air Force, which is an integral part of the TNI that operates the main tool of high-tech weapon systems, requires AMPUH (Adoptive, Modern, Professional, Superior and Humanist) personnel. One of the policies taken by the Indonesian Air Force in 1965 was to establish the Air Force Academy (IDafa) which is a high-level education. IDafa has been able to produce competent Air Force leaders.

Since its establishment until now, the Air Force Academy (IDafa) has always tried to improve the IDafa education pattern through educational policies according to development. The educational pattern of the Semester Credit Unit system at IDafa since 1986, has undergone several changes in policy conditions at that time. Originally 8 became 7

semesters in 1987, then became 6 semesters in 2002, and again became 4 in 2011. As a result of the coordination between the Mako Akademi TNI and the Minister of Education and Culture in 2012, according to the Kep. Ristekdikbud: number 188/E/O/2012 dated May 12, 2012, the study program at IDAFA is active again and the awarding of Applied Bachelor's Degree in Defense (S.Tr.Han) for IDAFA Cadets graduates. Policy based on policy capacity continues to be implemented at IDAFA by implementing the rules of the national education system, especially PTKL rules and National Standards for Higher Education (SNPT) accreditation since 2013 with the results of "B" accreditation, then in 2018 it increased to "A" accreditation, finally achieving "Excellent" status in 2020. From a military point of view, the Indonesian Air Force requires education at the academy or undergraduate level for several important reasons related to effectiveness, professionalism, and the ability to shape and overcome complex challenges. In addition, equality with equivalent education abroad so that military diplomacy through the education route can be established. Some of the reasons why an academy or undergraduate education is necessary for the military include: first, effective leadership development. Education at the academy level influences effective leadership. Highly educated leaders tend to be more analytical, understand proportions, think better and have integrity, as well as an understanding of the atmosphere of political and social dynamics management strategies. In addition, life in the dormitory as a leadership laboratory provides ample opportunities for cadets to practice their leadership art. The second is strategic and tactical capabilities. Military education in academic conditions influences cadets to think in a portfolio and understand the tactics of modern battles. These include intelligence data research, mission planning, and modern technological capabilities that are essential in military operations. Furthermore, the third is the adaptation of the latest technology. Modern warfare relies heavily on high-level technologies, such as information, communication systems, and weapons as well as automated approaches. Applied undergraduate level education is able to prepare cadets to master technology, be able to operate and utilize it effectively. The fourth is professionalism developed. Formal education helps in developing professional ethics, discipline, and values that are very important in the military. This ensures that an officer not only has combat skills but also has integrity, responsibility, and commitment to their duties. Fifth, critical thinking and problem-solving. Academy-level education emphasizes critical thinking and problem-solving skills, which are important aspects in military situations where decisions often have to be taken quickly and appropriately in often uncertain and stressful situations. This is why a long enough dormitory life can form a strong character officer personality because they are in a stressful environment. Sixth, the military has a role in diplomacy and international relations. A good education prepares personnel to understand and work with international parties in diplomacy, peacekeeping operations, and international work. This is practiced in visits to other academies abroad as well as receiving foreign cadets on the IDAFA campus.

The last is preparation for a post-military career. Undergraduate education also prepares military personnel for careers outside the military after retirement. The skills and knowledge gained can be applied in government, business, and education roles, and so on. In general, an academy or bachelor's level education provides a solid foundation for professional and personal development, ensuring that a military with quality and integrity is adequately prepared for future challenges.

In the initial phase of IDAFA adopting the implementation of Higher Education, IDAFA has validated the organization in accordance with the mandate of the Law and its implementing regulations. After making an academic study, the position of Head of Quality Assurance and Head of Research and Community Service was added with the rank of Colonel. The study of the academic manuscript is necessary because according to the rules in the TNI, the addition of a colonel-level position must be approved by the TNI Commander. With the validation of the IDAFA organization as an institution was able to achieve Superior accreditation in 2019. Meanwhile, for the study programs held, namely Defense Aeronautical Engineering, Defense Electronics Engineering, and Defense Industry Management Engineering, the year before received accreditation A. IDAFA continues to prepare for the next study program accreditation. With a strong commitment from various elements at IDAFA, in 2023 the IDAFA study program is still able to maintain A accreditation and at the time of the next six reaccreditations, it managed to achieve Superior accreditation. This is very proud because the national standards of Higher Education must be met by December 2024 at the latest and IDAFA is able to meet it with superior accreditation.

This research is useful for the scope of academics and practitioners in increasing knowledge in the field of public policy theory, policy capacity, and implementation of the Air Force Academy's policy capacity to improve and maintain the quality of education that has been achieved. This research is a means of input and suggestions for related institutions and leaders to determine the next policy in structuring education policies at the Air Force Academy.

2. Bibliography

Public Policy Theory

The paradigm of public administration is beginning to shift towards a new public management, where this is an important issue in changes related to the public administration sector. The new public management uses a business extor approach to understanding the public sector.

Policy analysts and evaluators are trained in the concepts of market economics, costs and benefits, and rational model selection (Denhardt and Denhardt 2000). Public policy is a complex pattern of interdependent collective elections, including decisions taken by the government. Public policy is a collection of government decision-making implementations with the aim of providing benefits to the entire community. This understanding explains that it is not enough just to take action from the government, but it must be based on goals and benefits leading to mutual benefit (Subirats 2001). The public policy process has 5 (five) interrelated stages of processes that form a complex circle. This series of stages is processed sequentially and is present in each political process.

Public policy analysis is an intellectual and practical activity that aims to create, assess, and communicate knowledge about the policy process (Subirats 2001). The new public management paradigm is an urgent imperative to reduce government dominance and can provide room for the private sector in public services. A new form of public policy is needed to develop capabilities oriented to public services and the dynamics of existing competition

by prioritizing creativity in providing services and changing the existing rules of the game (Kinzie 1983). The new public management model focuses on humanity, social justice, based on organizational design that is decentralized, demicative, responsive, participatory, and provides services needed by the community. Meanwhile, the craze bureaucracy focuses on organizations that are centralized in the government based on seeking profits (FREDERICKSON 1976)

Policy capacity Theory

Policy capacity is the most basic concept in studying public policy. Policy capacity At high strata is linked to relative policy outcomes and impacts when a shortage of capacity is seen as the main cause of policy failure (Bullock, Mountford, and Stanley 2001);(Canadian Government 1996); (Fukuyama 2013). The global financial crisis of 2008 is an example where many underestimate the inability of industrialized countries to regulate the financial sector, while developing countries are better prepared because they are used to taking things seriously at all times. Policy Capacity has become something that is considered in line with the government implementing this as a solution because there is an increase in increasingly complex problems. Although, there are differences of opinion regarding the conceptual definition of policy capacity (Gregory and Lonti 2008); (Di Francesco 2000).

Policy capacity defined as presented by Glesson et al.(D. H. Gleeson, Legge, and O'Neill 2009); (D. Gleeson et al. 2011), as an ability and resource or competence and ability needed to carry out policy functions. Expertise or competence can be categorized into 3 (three) types, namely analytical, operational and political. Each of these competencies is contained in abilities or capabilities at three different levels, namely individual, organizational, and systemic. This Deifini combines 3 (three) sets of expertise or resources or abilities that cover all aspects of policy capacity In a conceptual framework of capacity policy as shown in Table 1.

Tabel 1. Matriks Policy capacity

Levels of Resources and Capabilities	Skills and Competences		
	Analytical	Operational	Political
Individual	Individual Analytical Capacity	Individual Operational Capacity	Individual Political Capacity
Organizational	Organizational Analytical Capacity	Organizational Operational Capacity	Organizational Political Capacity
Systemic	Systemic Analytical Capacity	Systemic Operational Capacity	Systemic Political Capacity

Source: (Wu, Ramesh, and Howlett 2015)

The key advantage of the conceptual framework is to provide practical tools to diagnose and formulate policy capacity of the government or other organizations.

Framework Usage and How It Works Policy capacity

1. Policy capacity at the Individual Level

The analytical expertise of individuals plays a role in policy-related tasks, such as diagnosing policy problems and their root causes, designing and comparing problem solutions, designing plans that enable policy implementation, and conducting rigorous policy evaluations as a determining element of a policy's effectiveness. In fact, all things related to organizational conditions depend on the critical analytical capacity of existing personnel to a problem which then produces a strategy that becomes the answer to the problem. The increasing complexity of policy problems requires the existence of analytical tools such as in government distribution modeling systems in terms of cost and benefit analysis as shown in Figure 1.



Gambar 1. Policy capacity di level individual

Source: (Wu, Ramesh, and Howlett 2015)

Analytical capacity It can be applied to all strata from the lowest to the highest (superior leader). Operational Capacity at the individual level is generally related to managerial functions that can be called leadership. The concept of leadership is divided into several key functions that are generally carried out in policy management, namely planning, leadership services, managing finances and delegating tasks, directing, and coordinating. This is closely related to the work of regulating people, finance, buildings, where it is carried out for internal and external coordination is crucial in implementing good policies (Howlett and Walker 2012). Individual failures in operational capacity will make everything messy due to lack of coordination.

Furthermore, political capacity at the individual level must involve professional individuals in the field of policy to support the task at hand. Knowledge related to the policy process, especially interaction at different levels. The wrong placement of experts will cause the impact to be underestimated by other parties so that it will lead to adverse results.

2. Policy capacity at the organizational Level

At the organizational level, analytical capacity is related to the ability to obtain and process information and data needed to carry out policy functions (Cohen and Levinthal 1990) Figure 2. Analytical skills are very important in the context of emphasizing evidence-based policies, which require not only individual skills in analyzing data but also complete and accurate organizational data (Citation 2003). Organizational archives are ideal for gathering and sorting information both from within and from various public sectors and larger communities. An effective information system in policy development allows

information to be collected and disseminated faster than at the individual level. In addition, it also allows for the reuse of existing information. This large and fast information makes it easy for policymakers to search and use data to decide on a policy.

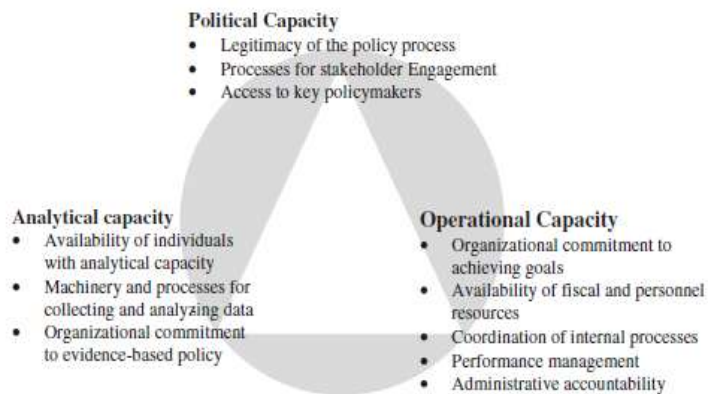


Figure 2. Policy capacity at the organizational level

Source: (Wu, Ramesh, and Howlett 2015)

Operational competence at the organizational level focuses on organizational effectiveness in driving and placing needs used for policy tasks. Operational capacity like this can be measured first through the coordination process at the internal and external levels in the managerial system in the organization. The most common example is related to funding or finance. Organizations can create additional incentives and space to innovate in carrying out policy tasks while maintaining procedures and accountability to maintain quality.

Political sources also form policy capacity carried out by the Lakkssana by paying attention to: First, the political legitimacy of the organization is the key that determines a process policy capacity. Second, the level of access for policymakers and the condition of good working relationships between top leaders to the lowest level in carrying out public services. Third, communication with office holders and the public is a critical component of the organization's political capacity and is important for the effectiveness of policies and the government because it expands and supports the government's performance.

3. Research Methods

This study applied a descriptive qualitative method. The qualitative meaning of this research is that the data collected is in the form of natural aspects that aim to clarify the phenomena present through a narrative description (Fadillah et al. 2024), as well as the views of the participants (grounded theory) as well as related case studies Stealth The principle is that the researcher is the main or key actor in the research, and the source of research data is obtained through interviews, observations and state of the art that purposive and snowball, Then triangulation (combined) is applied, followed by inductive/qualitative data analysis, as well as emphasis on the meaning of generalization of qualitative results (John W 2019). This

thesis research has the locus/object "policy implementation" policy capacity at IDAFA".

Policy capacity at the Systemic Level

At the system level, analytical capacity can be measured by improving the quality of the data collection system more broadly; data availability, data availability, and general ease of access to all stakeholders involved in the policy process and the level of competition as well as diversity in the production of policy knowledge (Figure 3). In addition, data accessibility by organizations and non-governments, as well as the private sector can be a key player in determining analytical capacity at the system level.



Figure 3. Policy capacity at the System level

Source: (Wu, Ramesh, and Howlett 2015)

At the system level, operational capacity refers to a system that is controlled by the public and relationships that are maintained with social partners. The first capability is the result of political accountability and legitimacy of policy making (Beetham 1991). Policy lapses can be detected in the policy system by a position with a high position up to the party responsible for planning and implementing the policy. In this regard, active civil society such as unfettered media, freedom of speech holds an important key to increasing political accountability. The next capability at this level is at the level of government trust, the better the level of public trust in the government, the better the implementation of existing policies.

Data Collection Methods

The research in this thesis applies observation, interview, documentation and, document review methods to complement and as a basic reference material for the implementation of public capacity which is then structured triangulation. The interview is conducted in depth at a special time provided by the informant, at spontaneous times at a place approved by the informant, what is meant by the interview here is a conversation with a certain intention between the researcher and the informant. In-depth interviews are conducted using interview guidelines, rather than a closed-ended and structured list of questions. The open-ended (unstructured) questions asked are translations/elaborations of the formulation of the research problem. The development is carried out according to the situation on the ground.

Observation (observation) is carried out on the research object at a time and place that is adjusted to the interview time or other available time. This technique is used to explore the meaning of the phenomenon being studied and understand things that cannot be said from the informant's own point of view. This activity is quite helpful for researchers in gaining knowledge about how informants think and or act in their own way.

Document review is carried out on documents provided or permitted by the research subjects at the research site. What is meant by document review in this study is 'reviewing the content of the document and making certain notes' to complete the data and cross-check the results of observations and interviews. The Purposive sampling technique is applied related to informants in this study, informants are determined not based on random but are selected directly based on their relation to problems that occur in the field as informants are able to answer and provide information according to research needs

4. Results and Discussion

The Policy Capacity Framework is implemented as an adaptive policy by IDAFA with distinctive and unique characters (military and higher education) in contrast to other higher education figure 4. The implementation of the Policy capacity framework at IDAFA has competency (analytical, operational, and political) and capability (individual, organizational) components. Policy implementation produces a slice model that is able to improve and maintain the quality that has been achieved, and can analyze adjustments to maintain accreditation (quality) both individually and organizationally and can be a model for other PTKLs.

L				
E				
M	P	1. Peserta Didik		
D	K	2. Tenaga Pendidik (Dosen, Pengasuh, Instruktur, Penatih)		
I	O	3. Tenaga Kependidikan		
K	M	4. Kurikulum Pendidikan		
P	I	5. Paket Instruksi		
M	O	6. Alat Instruksi & Alat Penolong Instruksi (Alins/Alongins)		
I	N	7. Metode Pendidikan		
L	E	8. Fasilitas Pendidikan		
I	N	9. Evaluasi Pendidikan		
T	M	10. Anggaran		
E				
R				
		1. Std Pendidikan Nasional	Std Luaran Pend	Std Kompetensi lulusan
			Std Proses Pend	Std Proses Pembelajaran
				Std Penilaian
	S			Std Pengelolaan
	N		Std Masukan Pendidikan	Std Isi
	P			Std Dosen
	T			Std Sarpras
	K			Std Pembiayaan
	I			
	L	2. Std Penelitian	Std Luaran Penelitian	
	K		Std Proses Penelitian	
	T		Std Masukan Penelitian	
	I			
		3. Std Pengabdian kpd Masyarakat	Std Luaran Pengabdian kpd Masyarakat	
			Std Proses Pengabdian kpd Masyarakat	
			Std Masukan Pengabdian kpd Masyarakat	

Figure 4. IDAFA Standard Comparison as Military Education and PTKL

Source: By Researcher

In this study, the researcher chose public policy implementation theory according to Xun Wu et.al (Wu, Ramesh, and Howlett 2015) In terms of measuring policy capacity (Measuring Policy capacity). The conceptual framework expressed by Xun Wu et.al is a practical tool to

diagnose and address the policy capacity of governments and institutions. The capacity of this policy consists of nine capacities (1) Individual Analytical Capacity, 2) Individual Operational Capacity, 3) individual Political Capacity, 4) Organizational Analytical Capacity, 5) Organizational Operational Capacity, 6) Organizational Political Capacity, So that the author can conduct an analysis more than just a general observation of the government's capacity to overcome public problems and take more appropriate actions in assessing the policy capacity to make good policy choices and implement them effectively. The author limits himself to the individual and organizational level. The use of this theory can help researchers to find out the implementation of defense policy and education policy at the Air Force Academy. In creating ideal air force officers in accordance with the policy direction and educational goals at IDAFA, defense policy and education policy implemented at IDAFA must be well integrated and run in synergy with each other. The integration of military higher education into national higher education must be addressed as a need for quality improvement and competitiveness. The integration is not easy, but IDAFA has been able to achieve superior accreditation from the accreditation process carried out by BAN PT. However, in practice, the implementation of higher education policies at IDAFA still encounters various obstacles from the perspective of individuals and organizations. Achieving superior accreditation is not an easy thing but maintaining and continuously improving quality standards is a more difficult task. Therefore, policy capacity building needs to be carried out and sustained.

Based on Xun Wu et.al (2018), the measurement of the success of policy apathy can be seen from the individual level, organizational level, and systemic level which as a whole can be seen in more depth in terms of analytical capacity, operational capacity, and political capacity. From the policy measured based on the policy capacity, it will be able to provide good outputs and outcomes for the objectives of the IDAFA endemic in Yogyakarta. The implementation of the higher education policy capacity policy at IDAFA Yogyakarta is as follows:

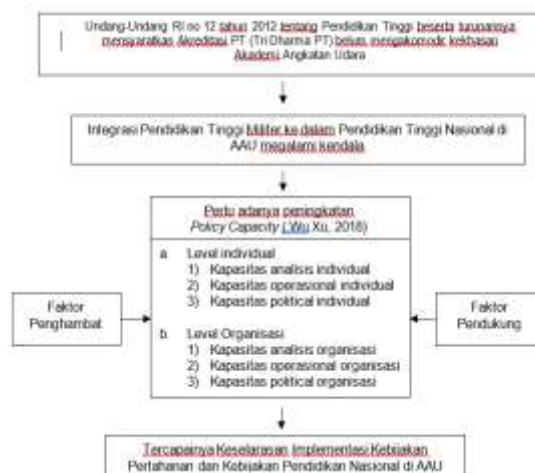


Figure 5. Implementation of the Policy capability Framework at the Air Force Academy

Source: By The Author

According to the figure above, based on the theory of public capacity by wu, in this discussion, not all competencies are applied in IDAFA. The competencies applied are individual and organizational, do not involve systemic competencies so that different policy capacity matrix is obtained (table 2). The selection of this competency is based on the needs of the IDAFA, where the goal is to determine the policy of improvement and improvement within the internal scope of the IDAFA, so as not to carry out systemic competencies that include the external scope in the sense of upper command. The condition of IDAFA that has achieved Superior accreditation has supporting factors and obstacles that need to be measured policy capacity, the results of which are to set policies so that the IDAFA accreditation process can be maintained and more optimal.

Tabel 2. Matriks Policy capacity IDAFA

Resources & Capabilities	Skill & Competencies		
	Analytical	Operational	Political
Individual	Individual Analytical Capacity	Individual Operational Capacity	Individual Political Capacity
Organizational	Organizational Analytical Capacity	Organizational Operational Capacity	Organizational Political Capacity

Source: By The Author

Based on the table above, the parameters can be broken down according to the needs for determination and measurement policy capacity in IDAFA and formulated in figure 5, as follows:

1. Individual analytical capacity:
 - a. Knowledgeable
 - b. Commitment
 - c. Critical
2. Individual operational capacity:
 - a. Leadership
 - b. Communication
 - c. Coordination
3. Individual political capacity:
 - a. Professional
 - b. Stakeholder

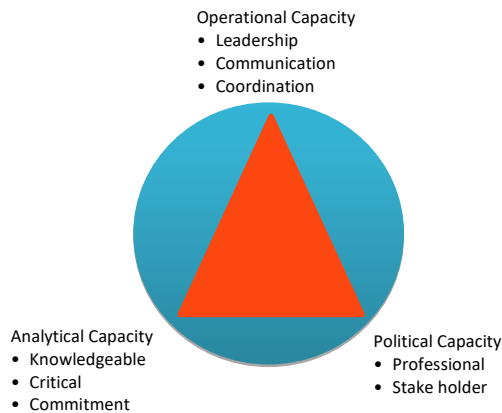


Figure 6. IDAFA policy capacity at the Individual level

Source: By The Author

In accordance with the matrix and related figures on analytical capacity, there are 3 (three) parameters, namely: Knowledgeable, meaning that individuals have the ability in science in the field in accordance with the position they are manned and also in terms of policy. This is necessary so that IDAFAs placed in any field can perform their duties properly and optimally because they understand what will be done, and can adjust to the existing policies in that field. The second parameter, critical in the sense of having precision and willingness to improve the existing conditions both related to the field being carried out and the policies applicable to the field, so that if something inappropriate occurs it can be immediately followed up independently or can be reported to the organization with the aim of maintaining the quality of the IDAFA and the implementation of existing policies. Next, the Commitment parameter, which means that individuals have maximum determination and loyalty to carry out as well as possible what is their duty, both in their fields of work and position or complying with the policies implemented.

At the individual level in the organizational capacity section, several parameters are mentioned, including: First, leadership, the meaning of this parameter is that individuals have the expertise and ability to lead in the organization, so that they can understand the policies implemented and maintain the policies in the organization. Second, communication means that individuals in the organization can communicate well at all levels, both individuals and organizations, including to stakeholders, this ability will make it easier to understand and receive information related to the field of work undertaken and all policies in it. Then, the next parameter is coordination, where individuals are not only able to communicate but can also coordinate well, because coordination is important in conveying information to a certain body or institution so that all things that occur related to the implementation of policies, whether appropriate or irregular, need coordination as reporting or efforts to correct shortcomings, where existing policies require the involvement of other parties within the organization.

Political capacity includes professional parameters and stakeholders, individuals who serve in fields and organizations are required to be a professional in the sense of having a

good understanding of matters related to political policy based on law and political policy science, with policy decisions taken or analyzed appropriately in accordance with applicable rules and can improve the quality condition of the IDAFA organization. In addition, stakeholders as determinants and policy makers, individuals who are not only professionals but can also provide input and suggestions to policy makers if they are not policy actors, where this role also determines the direction of the applicable policy.

Policy capacity Furthermore, at the organizational level with the following parameters:

- 1. Organizational analytical capacity:
 - a. Knowledgeable Individu member
 - b. Regulation
 - c. Evaluation Software
- 2. Organizational operational capacity:
 - a. Goals
 - b. Human Resources
 - c. Financial Capability
 - d. Administration
 - e. Management Quality
- 3. Organizational political capacity:
 - a. Legitimacy
 - b. Stake Holder and Policy Maker

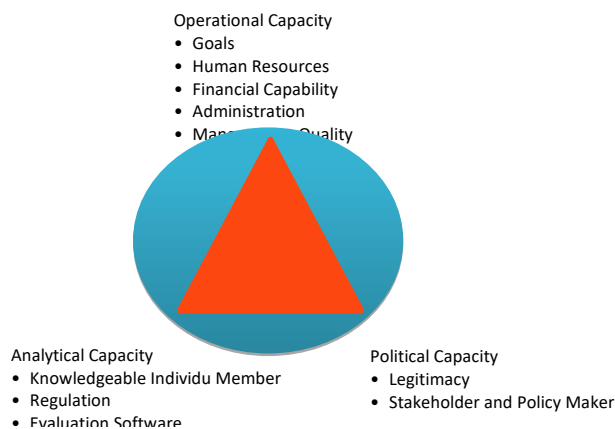


Figure 7. IDAFA policy capacity at the organizational level

Source: (Wu, Ramesh, and Howlett 2015)

In figure 7. The policy capacity applied at the IDAFA at the organizational level can be explained according to the existing parameters. First, analytical capacity parameter knowledgeable individual members is important, because individuals who are rich in knowledge will support the organization in carrying out their fields and can understand all forms of policies in the organization. In addition, individuals who understand policies can synchronize with what is their job so that they can also give suggestions to evaluate related policies. Second, regulations in the organization are very necessary as a basis for reference for implementation in the field both from the lowest level to the highest level so that the implementation of policies is clearer and in accordance with the targets. Third, Evaluation software in organizational analytical capacity is a tool in evaluating the implementation of policies in the organization so that it can analyze policy conditions based on the results of assistance from software.

In operational capacity at the organizational level, Goals are the first thing that needs to be considered, because an organization without goals as a basis will not be able to carry out all activities properly and of course cannot determine where the organization's policies are headed. This is crucial because organizational policies are generally in line with organizational goals. The second parameter, Human resources is important because organizations that cannot recruit qualified human resources to oversee the organization will have difficulties in determining policies and implementing and implementing policies in the field. Next, financial capability, organizations that do not have the ability in terms of budget are not possible to get optimal outcomes, because without a budget there will be many things that cannot be done even if they are just supportive. Fourth, Administration is one of the cores of the organization, where an organization without good administration will not be able to run, because administration helps organize all processes that run and becomes the actual basis or proof that the policy exists and must be implemented with predetermined rules. The last parameter in operational capacity is mangament quality. This is the decisive factor, where all the previous things are covered in it as a system and as a link between parts, without good and good management, the whole can be included in the overlap so that the policy can be missed or not implemented.

Political capacity at the organizational level includes legitimacy parameters and stakeholders including policy makers. Legitimacy is crucial because of the trust of other parties in the organization, but to achieve good legitimacy, the organization and those who oversee it must have credibility and good quality. Then stakeholders include policy makers as determinants and policy makers. Organizations in achieving good and acceptable policies in accordance with existing legitimacy must have stakeholders who have the ability and expertise in terms of policies so that the results will increase the legitimacy of the policy.

Based on the discussion above related to the implementation of the policy capacity framework at IDAFA, where the results obtained are that until now IDAFA has achieved "Excellent" accreditation status with several changes made as follows:

Table 3. Comparison after the national education system and the implementation of Policy Capacity

IDAFA	Beginning	Now
Year Established	1965	-
Education Degree	-	S.Tr. Welding
Component	Military Education - Academy Education	Military Education - Academy Education
Academy Programs	Department of Electronics Department of Aeronautics Department of Engineering Industry	Department of Electronics Defense Department of Aeronautics Defense Department of Engineering Industrial Management Defense
Lecturer Education	-	Minimal S-2
Accreditation	-	MOE and KPPM

The implementation of the policy capacity framework is going well at IDAFA, as seen by the achievement of "Excellent" accreditation, but there are still things that must be improved to maintain the quality that has been achieved. This needs to be done because there are policies that have not been listed in the IDAFA. For example: The implementation of accreditation is carried out by the quality assurance department, and is supported by community service practices. In this regard, there is no standardization or requirement that regulates the criteria as the head of quality assurance and the head of community service practice. For example, the Head of Quality Assurance must understand all the regulations of the national education system and its derivatives related to accreditation. Currently, accreditation achieved in the status of "superior" can be achieved because the individuals or stakeholders who carry out the program have scientific capabilities related to quality assurance and the regulations of the national education system, coupled with the activeness of individuals who are critical and have the willingness to take the initiative so that they can realize the current status. When manned by incompetent personnel, the impact that will be obtained is the possibility that accreditation can decrease or cannot maintain what has been achieved.

Based on the implementation point of view of the policy capacity framework for the achievement of accreditation, it is currently in accordance with the individual capacity policy, but it is still a coincidence because the responsible individual meets all the criteria of the policy capacity, but when changing other personnel, considering that TNI personnel mutate every 2-3 years is not a guarantee that the conditions will be the same. Therefore, to be able to guarantee this, policy improvements are made to support the maintenance of the current status with criteria that are adjusted to meet the organization and in line with the policy capacity parameters.

In general, the implementation of the policy capacity framework at IDAFA is going well, as evidenced by the accreditation of IDAFA which is "Excellent" figure 8. So that this implementation can be a "MODEL" for other PTKLs in the hope of achieving the same status as IDAFA through the implementation of the policy capacity framework.



Figure 8. IDAFA "EXCELLENT" Accreditation

Source: By researcher

5. Conclusion

Based on the results and discussion and analysis of the research, it can be concluded that the implementation of the policy capacity framework is very important as an adaptive policy to be able to realize effective IDAFA, where it can be seen that the achievements of a university are assessed in the highest accreditation, namely the status of "Excellent". The results achieved will have an impact on the quality of both IDAFA cadets and IDAFA units who have abilities and expertise not only related to the military but also academics, so that they will be able to answer the challenges that exist within the scope of the service and the development of current technological capabilities into the future. Improvements are still needed to support implementation results that are more optimal and adaptive to existing challenges. The results of this implementation can be used as a reference for other PTKLs in order to achieve maximum accreditation results.

Acknowledgments

The researcher expressed his gratitude to those who have helped substantially and financially. Especially our family and the IDAFA community and Universitas Brawijaya.

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