

## **Implementation Strategy of the Agriculture and Food Security Service to Enhance Food Security in Lebak District**

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### **Abstract**

*This research focuses on about how the process of strategy implementation of the Agriculture and Food Security Service in Increasing Food Security in Lebak District. Has the strategy implementation process gone well according to the mechanism or has appropriate based on the rule that has been established. The problem in this research for all this time is the lack of optimal implementation of the strategy based on the rule that has been determined by Lebak district food security service strategic plan 2019-2025, and the rule of Law Number 18-year 2012 food concerning. This research is to gain information on how to implement the strategy of the food security service in improving food security in Lebak district. This research is descriptive qualitative research. This primer data collection technique comes with obseroation, interview, and documentation, while the secondary data collection technique and the source of other secondary data source of data. The researcher uses the theory strategic management in the dimension of strategy implementation model of Wheelen and Hunger with the indicator of program; budget; procedure. In choosing the informant, the researcher uses purposive techniques. The result of the research shows that implementing the strategy of the food security service in improving food security in Lebak district is still not running well yet. Due to lots of problem that exist in the stage of the reduction of agricultural land in Lebak district due to disaster-prone, lack of sub-district participation in the food self-sufficient village program so that the program has not run optimally, and the finally is lack of experts in counseling from the Lebak district food security strategy.*

**Keywords:** Strategic Management, Strategy Implementation, Food Security Service

## Background

Law No. 18/2012 on Food defines food security as a condition of food fulfillment for the state to individuals, which is reflected in the availability of sufficient food, both in quantity and quality, safe, diverse, nutritious, and evenly affordable and not contrary to religion, beliefs, and culture of the community, to be able to live healthy, active, and productive in a sustainable manner. Agricultural products in the form of food are the most important basic needs for humans. Food is the main basic need for humans and must always be fulfilled as one of the individual's human rights and a basic component to create quality human resources. The government has a great responsibility to fulfill food needs and ensure the welfare of every citizen.

Government Regulation No. 17/2015 on Food Security and Nutrition states that food security in national development aims to fulfill basic human needs that provide benefits in a fair and equitable manner based on self-reliance and does not conflict with community beliefs. There are steps to achieve sustainable food security, these steps are analyzed by the Food Security Council, which is a non-structural institution tasked with assisting the President in formulating policies to realize national food security and carrying out evaluation and control to realize national food security. Food security is built on four pillars of food security, including:

- 1) Food availability, which is the availability of sufficient food both in quantity and quality.
- 2) Access to food, which is the affordability of food or having the resources to obtain food.
- 3) Food utilization, i.e. appropriate use based on basic nutritional knowledge and.
- 4) Stability of food availability, access, and utilization.

Food availability relates to the physical fulfillment of food from domestic production, food reserves, and food imports in certain areas. A condition where food is not fulfilled is a condition of food insecurity. Access to food is related to the ability of households to obtain enough food, a condition where individuals cannot buy or obtain food is called a condition of purchasing power insecurity, while food utilization is related to the use of food by households, and the ability of individuals to absorb and metabolize nutrients, a condition where the nutrition of the food is not fulfilled is a condition of nutritional insecurity (Food Security Council in Food Security and Vulnerability Atlas of Indonesia, 2015)

1. Food security functions as a prerequisite for guaranteed access to food, the main determinant of scientific innovation, technology and productive labor, and food security functions as one of the determinants of a stable economic environment conducive to development. Every country always tries to build

a good food security system. The realization of food security starts from food fulfillment in the smallest area, namely rural areas as the basis of agricultural activities. It aims to realize food security in an area that has integrated facilities and infrastructure from the aspect of availability (Sumastuti, 2010).

2. The four pillars above are implemented in four sub-factors that determine the level of welfare of farmers in Banten Province, namely food crops, plantations, livestock, and horticulture. In the food crop sub-sector, rice and corn are commodities that can fulfill the four pillars of the agribusiness system. In the rice crop sub-sector in Banten Province in the last two years ranks eighth and in the last year has increased to seventh at the national level.
3. Some of the pressures on disaster risk in Lebak Regency are Forest Conversion, Problems in Watersheds (DAS), and Public Awareness of the environment. The response of the Lebak Regency Government as an effort to cope with disasters and disaster mitigation is contained in the Revised Spatial and Regional Planning (RTRW) of Lebak Regency in 2022. Efforts made in terms of spatial planning for disaster-prone areas are generally divided into 2 (two) major parts, namely:
  4. Mitigation efforts: are efforts to reduce the impact that can be caused by the occurrence of hazards.
  5. Adaptation efforts: carried out especially in areas that have a high risk of a type of disaster, especially because an area is a high-risk zone while the area has been built.

Program is a policy instrument that contains one or more activities carried out by an organization as an effort to implement strategies and policies and in order to achieve the goals and objectives of an organization. The program plan to be implemented by the Food Security Service to implement regional development and improve and develop the quality of public services in realizing clean government and good government, namely:

1. Program Supporting Regency / City Regional Government Affairs Program Performance Indicator is the SAKIP Value of Regional Devices.
2. Economic Resource Management Program for Food Sovereignty and Independence, with the Program Performance Indicator being the Percentage of Nutrition Adequacy Rate Based on Food Availability.
3. Program to Increase Diversification and Community Food Security, with the Program Performance Indicator being the Expected Food Pattern Score.
4. Food Insecurity Handling Program, with the Program Performance Indicator being the Percentage of Food Insecure Villages Handled.
5. Food Safety Monitoring Program, with the Program Performance Indicator being the Percentage of Safe Food.

In the Strategic Plan of the Food Security Service of Lebak Regency in 2019-2024, it refers to the RPJMD of Lebak Regency with its vision "Lebak as a National Leading Tourism Destination Based on Local Potential". Where the Food Security Service of Lebak Regency within 5 (five) years achieves targets in the form of:

1. Strengthening food availability and increasing regional food reserves.
2. Encouraging the development of distribution systems, production information, prices, and food access.
3. Increasing the diversity of food consumption based on local food through local institutions and culture as well as improving food quality and safety.
4. Improving the stabilization of mitigation and handling of food insecure areas.
5. Encouraging community participation in food security development.

Problem identification is needed so that the formulation of programs, activities and sub-activities is in accordance with the problems that must be resolved. Problems can come from various sources and from various data, for example from evaluating work plans, strategic plans, evaluating performance reports, achieving key performance indicators, achieving minimum service standards or other evaluations. In general, the identification of problems in the Food Security Service of Lebak Regency include:

- 1) Inadequate infrastructure to support food independence.
- 2) The main food diversification campaign has not been optimized.
- 3) The low level of family food self-sufficiency through independent food production by utilizing yard land productively.
- 4) Ineffective education on food ingredients and processing of healthy and safe food ingredients.
- 5) Not optimal eradication of all villages categorized as food insecure.

Based on initial observations made by researchers so far, there are various problems as follows: First, the reduction of agricultural land in Lebak Regency due to disasters that occurred in 2021. The disasters that occurred at that time were floods and landslides. These disasters can affect the decline in agricultural productivity and agricultural yields as described in Table 1.5 there are six sub-districts with submerged rice fields as follows: 1) Bayah 2 Ha, 2) Cibeber 8 Ha, 3) Cilograng 4 Ha, 4) Panggarangan 4 Ha, 5) Cigemblong 3 Ha, and 6) Sajira 4 Ha with a total submerged rice field of 25 Ha. This was one of the factors that reduced agricultural land in Lebak Regency.

Second, the Food Insecurity Management Program in the field of food security is the alleviation of food insecurity areas. The high percentage of food-insecure villages (274 out of 340 villages in 2019) is indicated because the food-insecure population has not been identified. The program to alleviate food-insecure villages is carried out routinely every 2 years through the food security and vulnerability map.

The implementation of strategies in the program is considered less than optimal to improve food security in Lebak Regency. Third, the program to develop distribution systems, production information, prices, and food access. In the implementation of the program, it is still considered not optimal because there are still several obstacles or problems, namely in the form of marketing institutions for agricultural products that have not played an optimal role and market price buffer institutions for agricultural products that have not played an optimal role.

## **Literature Review**

### **Public Administration and Public Management**

Public administration according to Chandler and Plano (1998) in Jeremiah T. Keban (2008), is the process by which public resources and personnel are organized and coordinated to formulate, implement, and manage decisions in public policy. The two authors also explain that public administration is an art and science aimed at managing public affairs and carrying out various predetermined tasks. And as a discipline, public administration aims to solve public problems through improvements or improvements, especially in the fields of organization, human resources, and finance.

Basically public management or public management, namely government agencies. Overman in Keban (20014: 85), suggests that:

*"Public management is not scientific management, although it is heavily influenced by scientific management. Public management is not policy analysis, nor is it public administration, reflecting the pressures between a rational-instrumental orientation on the one hand, and a political policy orientation on the other. Public management is an interdisciplinary study of the general aspects of organizations and is a combination of management functions such as planning, organizing, and controlling on the one hand, with human, financial, physical, information and political resources on the other."*

### **Strategy Management and Strategy Implementation**

Strategic Management is a set of managerial decisions and long-term decision-making actions within the company. This includes environmental analysis (external and internal environment), strategy formulation, strategy implementation, and evaluation and control (Wheelen and Hunger, 2012: 53). Strategic management is also a plan that is prepared and managed by considering various sides with the aim that the effect of the plan can have a positive impact on the organization in the long term. According to J. David Hunger and Thomas L. Wheelen (1996: 9), the Strategic Management process includes 4 basic elements, namely:

1. Environmental Observation
2. Strategy Formulation
3. Strategy Implementation
4. Evaluation and Control

The strategic management process is dynamic and is a set of commitments, decisions, and actions needed by a company or organization to achieve strategic competitiveness and generate above-average profits (Kuncoro, 2006: 13). Strategy Implementation is the process by which strategies and policies are put into action through the development of programs, budgets, and procedures (Wheelen and Hunger, 2004). Strategy implementation is a set of activities and choices needed to implement a strategic plan. The essence of this definition is the action to implement the strategic plan that has been prepared previously. Strategy implementation is a key part of overall strategic management (Wheelen and Hunger, 2004).

The Strategy Implementation stage according to J. David Hunger and Thomas L. Wheelen (2004) consists of three indicators in it, as follows:

1. Program is a plan regarding the principles and efforts (in state administration, economy, and so on) that will be carried out.
2. Budget is a written plan regarding the activities of an organization which is stated quantitatively for a certain period and is generally expressed in units of money.
3. Procedure is a sequential and systematic step involving several people in the department or even more and arranged to ensure uniform handling of various activities that occur repeatedly.

## **Method**

This study uses a qualitative approach method with a factual theoretical basis, references to relevant theories used to explain the variables studied. Qualitative research is research that aims to understand phenomena in research subjects descriptively, in natural contexts, by collecting data by triangulation, data analysis is inductive and utilizes various existing scientific methods with the researcher as the key instrument because it is the researcher who plans, implements, collects data, analyzing data, drawing conclusions, and comparing research reports assisted by developing theory. According to Sugiyono (2014:1) states that the research method is

an important part in an important part of a research that is used as a basis or guide in carrying out the entire research process.

In line with this definition, Irawan (2006:44) defines the research method, namely, basically a scientific way to obtain data with specific goals and uses. Another opinion states that research methodology is the totality of methods used by researchers to find scientific ways to find scientific truth. This study uses a qualitative descriptive research method. Therefore, researchers used qualitative methods in this study to find out the implement the strategy of the food security service in improving food security in Lebak district. Research using qualitative methods in research conducted by observing phenomena or objects that are carried out directly by researchers by observing, interviewing sources, analyzing issues related to the problem, data processing is carried out and set forth in the form of a description.

## **Result and Discussion**

Based on the research results that have been obtained, the researcher analyzes Implement the Strategy Of The Food Security Service In Improving Food Security In Lebak District using the theory strategic management in the dimension of strategy implementation model of Wheelen and Hunger, namely: **Programs**: the strategy of the Agriculture and Food Security Service of Lebak Regency in implementing the program indicator strategy has been carried out well but there are still obstacles or problems in its implementation such as the discovery: A decrease in food access due to disasters; Human resources at the Food Security Service are still lacking; Laboratory facilities support for food safety and quality; Infrastructure, especially irrigation, needs to be repaired; There are still food insecure areas.

In the context of Handling Food Insecurity, food insecurity that occurs in Lebak Regency is not due to low food production, but the distribution of food production itself, food and nutrition insecurity is actually a situation where the adequacy of food and nutrition of individuals in community groups is hindered by inadequate access such as physical access in the form of infrastructure facilities and infrastructure, social access, and economic access where poverty is the most common factor that affects people's purchasing power for food. Overcoming food insecurity must start from the region, which means that the realization of food security must start from the region, but the realization of food security is not only the responsibility of the region alone but a shared responsibility with the community. Therefore, the role and participation of the community in realizing food security and overcoming food security is very important.

In this case, the government or the Agriculture Office and Food Security Office are only facilitators, while the community plays a role according to the capacity and potential of each group. Such as the empowerment of posyandu or health facilities, social care, family welfare education activities, and religious activities are means for the community in efforts to overcome food insecurity. In handling food insecurity in Lebak Regency, the Food Security Agency cooperates with the Agriculture Office to overcome the number of food insecure areas.

The Food Security Office of Lebak Regency must also be able to increase food availability as well as improve the welfare of the community to reduce food insecurity, and not make the community dependent on government assistance alone. Thus, the need for abundant natural resources, food independence, increasing food availability, and handling food insecurity should be able to make people care about food security at the household level. So that with abundant natural resources and maximum utilization of natural resources can increase food availability and increase community participation in improving food security.

In the field of food provision, the Agriculture Office and the Food Security Office have an obligation to meet food needs by regulating, developing, and allocating agricultural land and water resources, providing counseling and assistance to the community regarding agriculture and food security in the form of food diversity. The Agriculture Office and Food Security Office need to manage the stability of food supply and staple food prices, manage regional staple food reserves, and distribute staple food to realize the sufficiency of safe, diverse, nutritious staple food for the community. Furthermore, the Agriculture Office and Food Security Office need to facilitate the use and development of facilities and infrastructure to increase regional food production, as well as anticipate and overcome threats to food production through sophisticated technological assistance and regulations or policies that favor farmers in Lebak Regency.

**Budgetings;** the strategy of the Agriculture and Food Security Office of Lebak Regency in implementing the budget indicator strategy to improve food security requires adequate financial support then farmers are generally small scale (less than 0.5 hectares), limited accessibility to sources of capital, technology, production facilities and markets is relatively very less. The implementation of the KRPL program is specifically for food-insecure areas and the priority of handling stunting in Lebak Regency, for example in Cirinten District as one of the areas where stunting cases are still high. This program not only aims to improve food security, but also to save household budgets because if this program can run well in accordance with its objectives. This it can affect the authority of the Food Security Service on efforts to



allocate budget funds to meet the needs of replenishing and developing community food barns, to meet the needs of food reserves in Lebak Regency there are still other factors, namely the lack of adequate Human Resources in the sense that they are competent in the field of food security who have knowledge in fulfilling diverse food.

**Procedures;** the strategy of the Agriculture and Food Security Service of Lebak Regency in implementing the strategy of procedure indicators in food trade management requires good food distribution. These efforts are made to build food independence and make food equitable and affordable for the entire community. It is necessary to have a policy on food trade that is simulated as an instrument that can be used to accelerate the achievement of strategic food self-sufficiency. The purpose of food trade policy, especially on imported food, is to inhibit the growth rate of per capita consumption for food commodities whose per capita consumption has been considered excessive, while encouraging the growth of production of rice, corn, soybeans, sugar, and beef, so that food self-sufficiency can be fulfilled by fulfilling food produced by the region.

Efforts to improve food security. The Food Security Service of Lebak Regency in improving Food Security is indeed done as much as possible, the Food Security Service also forms a Food Safety Network Team to support the guarantee of food safety and quality, the Food Safety Network Team is tasked with conducting inspections to all farmers who are harvesting to check their crops whether they are in accordance with the food quality set. The food industry is currently growing very rapidly, the use of additional food ingredients is also currently often used, especially in small industries. The additional ingredients used for the production process must comply with the rules, if the additional ingredients used are not in accordance with the rules, it can threaten consumers. Another problem that becomes a source of food problems in terms of health and safety is hygiene, where the low level of sanitation affects the provision of hygienic food products. Currently, food quality control in Indonesia is carried out by four ministries: 1) Ministry of Health, 2) Food and Drug Administration (BPOM), 3) Ministry of Agriculture, 4) Ministry of Industry and Trade. One of the quality systems is a quality assurance system where it is shown to protect the public and consumers who have been regulated by government regulations. As time goes by, developments in the world of food are increasingly modern, from technology to the process of food distribution, the quality assurance system has also developed.

## Conclusion

Based on the results of research and field findings that researchers obtained regarding the Implementation of the Strategy of the Agriculture and Food Security Service in Improving Food Security in Lebak Regency, researchers concluded that the Implementation of Strategies carried out by the Agriculture and Food Security Service in Improving Food Security in Lebak Regency was still not optimal. First, the Strategy of the Agriculture and Food Security Office of Lebak Regency in the implementation of the program indicator strategy has been implemented well, but there are still obstacles or problems in its implementation such as the discovery: There is a decrease in food access due to disasters; Human resources at the Food Security Service are still lacking; Laboratory facilities support for food safety and quality; Infrastructure, especially irrigation, needs to be repaired; there are still food insecure areas.

Second, the Strategy of the Agriculture and Food Security Service of Lebak Regency in implementing the budget indicator strategy to improve food security requires adequate financial support then farmers are generally small-scale (less than 0.5 hectares), limited accessibility to sources of capital, technology, production facilities and markets is relatively very less. Third, the Strategy of the Agriculture and Food Security Office of Lebak Regency in the implementation of the procedure indicator strategy still found obstacles in the form of: FSVA mapping was only conducted every two years; Improvement of IGIS system was needed; There were many cases of obstruction in the distribution of production facilities such as subsidized fertilizers; Limitations of regional marketing institutions; Distribution barriers due to official and unofficial levies.

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