



Application Agile Governance In Improving Food Security for Commodity Rice Bandung City Government, West Java

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Abstract

Food security is still an issue that needs attention because it affects all aspects for both the government and the community. In order to increase the effort of food security especially rice commodities, Bandung City provides the best through new programmes and innovations, namely ATM beras and Buruan SAE. The research objective to be achieved in this study is to determine whether the city of Bandung has implemented Agile Governance either through innovation or programs that have been made. This study used descriptive qualitative method. Data was collected by observation, interviews, and literature studies. The result of this research is that the city of Bandung has implemented the concept of Agile Governance in overcoming the food security of its rice commodity. Although there are still some shortcomings in the implementation of the basic principles of Agile Governance itself.

Keywords: *Agile Governance, Food Security, Rice Commodities, Bandung City.*

1. INTRODUCTION

Food security according to World Health Organization (WHO) is the ability to have sufficient food availability to meet basic needs. There are three important components in maintaining food security, namely availability, access, and utilization of the food itself (Wikipedia, 2021). Food security is also an important topic for the world to remember Food and Agriculture Organization (FAO) which is an international organization formed by the United Nations (UN) as an organization that focuses on the field of food and agriculture with the aim of increasing production, processing, marketing, distribution of world food and agricultural products as a form of organizational body that focuses on maintaining world food stability. FAO also always controls the level of world food security in terms of agrarian aspects in a country. Meanwhile, the calculation of food security itself is carried out through Global Food Security Index (GFSI) developed by The Economist Intelligence Unit (EIU) in comparing the level of food security in all countries through calculations in the aspects of food availability, affordability, and quality and food safety. Indonesia itself also participates in it in order to improve the country's food security so that it is even better. As explained in:



Table 1. Ranking of Food Security in Southeast Asian Countries in the World (2018)

GLOBAL RANK	REGIONAL RANK	COUNTRY	OVERALL SCORE	AFFORDABILITY	QUALITY & SAFETY
1	1	Singapore	85.9	94.3	78.1
40	6	Malaysia	68.1	71.4	70.5
54	8	Thailand	58.9	64.5	56.6
62	11	Vietnam	56	58.9	54.2
65	12	Indonesia	54.8	55.2	44.5
70	14	Philippines	51.5	46.3	52.9
82	20	Myanmar	45.7	37	51.7
85	21	Cambodia	42.3	39.4	34.5
95	23	Laos	38.3	32.9	33.1

Source: Global Food Security Indeks GFSI (2018)

Figure 1. Ranking of Food Security in Southeast Asian Countries in the World (2019)



Source: Global Food Security Indeks GFSI (2019)

Proven in the survey results Global Food Security Index (GFSI) above in 2018 Indonesia was ranked 65th out of 113 countries which can be said to be very far compared to Malaysia which was ranked 40th, and Singapore which was ranked 1st in world food security. Despite Indonesia's improvement to rank 62nd in 2019, this is considered very slow when compared to Malaysia, which was able to rank 28th with an increase of 12 ranks in the same year, and Singapore, which was able to maintain its 1st ranking in world food security. When compared to the geographical location between Indonesia, Malaysia, and Singapore today, Indonesia is still superior compared to these countries. The fact is that Singapore, as a country that is said to have limited agricultural land like Indonesia, is able to maintain the availability and processing of its food, followed by good management. By looking in detail at the food ingredients needed by its people and the processing of food export and import activities, Singapore is able to maintain stable food security. This is of course the government's new task to make changes in finding solutions to overcome national food security.



Because Indonesia as an archipelagic country is abundant with a variety of fertile plants, from tubers to fruits. Since ancient times, the processing of agricultural products has been considered capable of overcoming the food crisis, especially in the agricultural sector. It has been proven that since the New Order era, Indonesia has been able to become the largest rice supplying country, and at that time Indonesia was also able to overcome its own food crisis. The existence of Indonesia's claim as an agrarian country since ancient times that should be able to solve the problem of food security through its agrarian development is certainly still being questioned. The reason is that currently there is a shortage of the agricultural sector which is well developed with community resources (HR), to agricultural processing itself which affects Indonesia's food security index in the eyes of the world which is classified as very low. One proof of this problem is the high import activities carried out by Indonesia, especially in the agricultural sector (rice) from other countries such as Vietnam and Thailand in the Southeast Asian region. Followed by India, China, and Pakistan as destination countries for importing Indonesian rice in large quantities.

This is not solely to maintain food stability, but the government says to maintain economic stability and the social welfare of its people as well. Judging from the selling price of imported rice, which is relatively cheaper and has a long shelf life, it was chosen as a stabilizer for food security, which can later be used. Even though there are rice import activities carried out, Indonesia also offsets them by exporting rice to other countries such as Singapore, Germany, Australia, Malaysia, Belgium and the United States as a form of participation in world trade as well as increasing the country's economy with certain quality rice owned by Indonesia with a large quantity of rice. that has been set (Yasmin, 2018). In improving the food security sector through import activities, it is considered that it has not been able to provide the most appropriate solution for food security itself, given the high level of consumption by the Indonesian people. The high price of locally produced rice from the earth is not accompanied by a managerial system for food processing and proper maintenance of agricultural land. So that Indonesia needs to look at rice from other countries with quality that is considered not much different from local rice at a much cheaper price.

In the area of local government itself, it is evident that only a few cities have agricultural supplies, especially rice commodities, namely cities that still have rural land used as rice production. Loaded in the calculation results of the Central Bureau of Statistics (BPS) using the Sampling Area Framework (KSA) method, the Central Java region occupies the first level as the largest rice supply region in Indonesia with a total rice yield of 9,655,653 tons of GKG or the equivalent of 5,539,448 tons of rice. Then followed by East Java with 9,580,933.88 tons of GKG or 5,496,581 tons of rice and West Java which produced 9,084,957 tons of GKG rice or the equivalent of 5,212,039 tons of rice (BBPadiMedia, 2020). These three regions have always been used as areas of food stability in their own regions and in Indonesia. Many of Indonesia's regions also depend on these three regions. Apart from being distributed to other Indonesian regions, these three regions also often carry out export activities abroad.

But it is very unfortunate that the system of distribution is considered to be still not good, the quality of the rice produced is different, and there are several natural problems that often occur suddenly making this abundant yield figure unstable. The existence of several areas that cannot carry out agricultural development due to the lack of land that can be used causes these largest rice producing regions to also be overwhelmed in carrying out rice retribution several times if a crop failure caused



by nature occurs at the same time. Therefore the government carries out rice agricultural import activities to other countries by considering the price and quality of the rice.

In managing the distribution of rice in local government, especially the City of Bandung which is included in the West Java region as the third largest supplier of rice agricultural materials in Indonesia, in fact the City of Bandung is not the largest rice producer in West Java but still requires rice supplies from outside the region. This proves that not all urban areas have the same food supply and the same amount of agricultural and processing land. Regencies and villages usually provide the largest food retribution because there is still a lot of agricultural land that can be processed so that the results are later distributed to cities to be distributed to other regions. Given that the city of Bandung also has a population increase every year and reduced green open land due to the conversion of land into residential homes and tourism places, the city of Bandung has lost agricultural land. The presence of immigrants (tourists) who only want to visit and carry out culinary activities also exacerbates the problem of food security in the city of Bandung.

Regarding the problem of food security in the area of the city of Bandung, the government is required to have it Agile which in the Big Indonesian Dictionary (KBBI) is defined as agile, intelligent, enterprising, agile, which is used to take action and change quickly and precisely in tackling related problems both on a local and national scale. The existence of collaboration between action, innovation, technology, and communication as well as community support must be given more attention in order to realize agile governance (Agile Governance). What is the meaning of the word Agile This system itself was previously widely used in the world of technology and information systems far ahead of time by looking at very fast technological changes and developments to be able to find new things in a short time and new solutions that are clear and superior. But in fact in a word government Agile also needed along with the improvement of good governance (Good Governance) in Indonesia.

According to experts, namely Baskerville, et al explain the meaning of the word agile here is the ability to adapt quickly and widely (Baskerville et al., 2005). Whereas Holmqvist and Pessi argue that Agile Governance Specifically, it is the dexterity of government organizations in responding to problems that arise due to changes that are so rapid without any predictions to meet the needs of society (Holmqvist & Pessi, 2006). This was clarified by Luna, et al in their journal, viz Agile Governance Theory: conceptual development. Agile Governance is the ability of human societies to sense, adapt and respond rapidly and sustainably to changes in its environment, by means of the coordinated combination of agile and lean capabilities with governance capabilities, in order to deliver value faster, better, and cheaper to their core business (Luna et al., 2015).

Researchers looked at previous research conducted by Purwaning entitled Food Security: Situations, Problems, Policies, and Community Empowerment. The results of this study state that food needs have not been met due to high consumer levels, the absence of appropriate policies from the government, the use of local culture, innovation and technology and market opportunities as well as insufficient fees (Purwaningsih, 2008). Furthermore, research conducted by Jay entitled The Fate of Farmers and Regional Food Security (Study on Government Policy and Community Responses in Mulyodadi Village, Bantul When Prices of Agricultural Commodities Rise) also has the same conclusion that government policies are considered inappropriate in overcoming the problem of food



security and the lack of innovations given to farmers and the community as developers of agricultural commodities (Jaya, 2018). Then finally the researchers also used research conducted by Rimadianti, et al entitled Improving Agricultural Food Security and Food Security in the South Tangerang City which stated that there was a need for collaboration between the government sector and the private sector. Increasing the welfare of farmers also needs attention and increasing agricultural development in urban areas needs attention (Rimadianti, Dini. M. A., Daryanto, A., & Bliwati, Yayuk, 2016).

Looking at previous research, this research focuses on the government's role in realizing this Agile Governance to maintain the food security of the rice commodity in order to realize the stability of food security in the city of Bandung. The reason is that rice is the most important food staple that is in demand by the Indonesian population which indirectly affects Indonesia's food security rating. Because in maintaining food security at this time with the small amount of agricultural land in the city of Bandung, in particular, a government is needed that is able to find long-term solutions and innovations by looking at certain aspects. The thing that makes the difference as well as the advantage of research conducted by researchers lies in the application of principles Agile Governance related to maintaining the stability of food security, especially the rice commodity through the Food and Agriculture Service of the City of Bandung, West Java.

2. METHOD

Based on the background, problem identification, and research objectives above, the researcher used a qualitative method with a type of descriptive analysis according to (Creswell, 2016) A qualitative method is a method used to explore and understand a meaning contained in social (humanity) problems. A qualitative approach is also considered appropriate to use in a problem under study because it relates to humans (Stake holder) and depend on observation (Moleong, 2011). While the type of descriptive analysis which is part of the qualitative method was chosen because the researcher will describe the actual situation during direct research, the data to be obtained, collected, and processed later will be in the form of manuscripts, interviews, field notes, personal archives, or other documents and not in the form of number.

So that later can understand the extent to which the local government of Bandung City in implementing agile governance to maintain food security in the rice commodity sector. This research was conducted at the Bandung City Food and Agriculture Service using primary (main) and secondary (additional) data collection techniques. For primary data conducted through interviews and direct observation of related research. As for the secondary data obtained using documentation and literature studies as research support which is obtained through the media of books, journals, national and international scale proceedings, website pages, and other internet pages.



3. RESULT AND DISCUSSION

Lorem In maintaining food security, which is increasingly difficult due to population growth and other factors, every government is asked to be smarter and more agile in following up on existing problems so that in the future they can be resolved properly without creating new problems. is in implementation Agile Governance according to (Luna et al., 2015) has 6 principles, namely:

1. Good Enough Governance, which is where good governance influences governance according to the context of the organization.
2. Business Driven, means every business-based decision or action where there is a measure of profit and loss for the actions and decisions taken.
3. Human Focused, which is the provision of space for the community to participate in governance.
4. Based On Quick Wins, meaning that the success that has been achieved quickly must be used as a motivation to become even better development.
5. Systematic And Adaptive Approach, there is intrinsic development that must be developed by the team in order to answer changes quickly and solve all problems that arise systematically.
6. Simple Design And Continous Refirement, which relates to the team's ability to make a simple design but with fast and precise achievements and there are always improvements

The success of policy-making in a fast and precise manner and the existence of community contributions was accompanied by the emergence of new innovations and programs initiated by the Bandung City government in following up on the problem of rice commodity food security, namely the Buruan SAE and ATM Rice program innovations which are important aspects of assessment in relation to maintenance of rice commodity food security in the city of Bandung. In the results of observations made by researchers in fact the principles Agile Governance indirectly it has been implemented in the city of Bandung which can be seen in the following description:

Good Enough Governance

Fairly good governance (Good enough governance) seen as more realistic in carrying out governance by focusing on solving important problems even though there are failures in several other indicators (Grindle, 2004). In the application of principles Good enough governance In this case, the City of Bandung is solving and anticipating food security problems in the city through the formulation of a policy for the Bandung Mayor Regulation Number 069 of 2019 concerning amendments to the Bandung Mayor Regulation Number 1423 of 2016 concerning the procurement and distribution of food reserves for the regional government of the City of Bandung. Where in the contents of the Perwal contains several differences in information from the contents of the previous perwal with a more detailed explanation regarding food security whose contents are in the form of administrative activities, the appointment of the Food and Agriculture Service (DISPANGTAN) as the head of the service that carries out government affairs in the fields of food, agriculture and fishery. As well as the existence of the Bandung City Rice ATM innovation which is considered capable of overcoming food problems for the people of Bandung City, especially the rice commodity.



Readiness and dexterity in terms of the government's role researchers assess that there has been an application of the principle Good Enough Governance as a form of completion and evaluation of previous regulations in order to have an even better impact on the course of maintaining food security which is strengthened by the regulations and laws that apply to the City of Bandung. But even though it is considered that governance is quite good, there are several other indicators that must be adjusted and always monitored in terms of the implementation of the regulations made so that improvements towards a better direction are achieved. Good Governance.

Business Driven

The business incentive needed as a profit is not only focused on the government but also the community. According to Griffin & Ebert in his book explaining that business is also included in organizations that provide goods or services to be traded with the aim of making a profit (Griffin & Ebert, 2007) In principle Business Driven where business becomes a benchmark in all government actions. The city of Bandung, in fact, in maintaining the stability of the rice commodity, the city of Bandung has carried out this principle through the government's actions to contribute to the sale, purchase and distribution of rice, both from its own region and from other regions. Through the results of interviews with the Head of the Bandung City Food Availability and Reserves Special Commodity Rice said that: "Actually the city of Bandung is not a center for rice production but for consumption because 96% is supplied from outside the region in West Java. The supply area is from Karawang, Indramayu, Subang. These three areas are the largest, but there are other buffer areas such as Garut, Cianjur, etc. This is the reason why the city of Bandung needs rice supplies from other areas to meet the food needs of the community. This is evident from the results of the data obtained from the website of the Central Bureau of Statistics for the City of Bandung:

Table 2. Total Paddy and Rice Production in the City of Bandung (TON) 2018-2019

NO.	DESCRIPTION	2018	2019
1	Rice Production (Ton GKG)	8.244,51	7.317,23
2	Rice Production Equivalent to Rice (Ton)	4.736,54	4.203,80

Source: <https://bandungkota.bps.go.id/>

Viewed from table 2 above, it shows that there is a decrease in rice production in the city of Bandung due to several factors such as the conversion of land functions into community residential areas, and crop failure due to natural disasters and unpredictable seasonal changes so that rice planting has constraints and is not maximum. But even though there is a significant decline in rice production and purchases from other regions, the city of Bandung can still be said to be a collective distributive city. The city of Bandung is the largest rice storage place before being redistributed to other areas in the Bandung region, as well as outside the West Java region. In terms of the availability of rice which affects the value of the food security index in the city of Bandung, it is also influenced by the market mechanism, it's just that all the trading and supply of rice is carried out in 2 main markets in the city of Bandung, namely the privately owned Caringin Main Market, which is more dominant than the Gedebage Central Market. owned by the city



government of Bandung. This can also affect the performance of the government which has limitations in knowing the amount of incoming goods and the availability of rice in the market.

Justified by the Head of the Bandung City Food Availability and Reserves Special Commodity Rice: "The role of our government may be that even if there are problems related to the purchase of the quantity of rice, and the availability of goods in the main market as well as prices, it is the authority of the market mechanism. DISPANGTAN only looks at the stability and availability of rice so that people don't have a shortage of rice for consumption. But thank God, for the last 2 years it is still relatively stable and for the next 6 months it is still safe". Look at the explanation given regarding the principle Business Driven in fact it has been implemented but it is still not fully implemented due to the lack of prediction of dependency on buying rice from other regions which could raise the risk of new problems in the future. The more dominant role of the private market cannot guarantee the stability of the rice commodity in the city of Bandung in the long run.

Human Focused

From the results of observations made by principle Human Focus which means that community participation in terms of governance and participation in maintaining food security for the rice commodity in the city of Bandung has been well implemented. One example of the participation of the people of the city of Bandung, namely Budi Adji, who took part in initiating the innovation of the Rice ATM as well as the person who first made the Rice ATM (Siswadi, 2018). The development of community thinking is considered important in order to describe development needs and participation (Purwowibowo et al, 2018). But the people of Bandung City also still need to adapt to existing activities in the government even though the DISPANGTAN itself is very open to anyone who wants to provide input or new innovative ideas. This is constrained by the submission procedure, therefore the role of the community is mostly only in implementing programs such as the participation of the hunt sae program and the Rice ATM in maintaining food stability for the rice commodity.

Based On Quick Win

The principle that drives a government can be said as Agile Governance one of them is a government based on the speed of solving a problem. Kemenko PMK (2019) explains the meaning of the word Quick Win namely an activity that emphasizes excellence in terms of speed, accuracy, target achievement and its impact that can change and increase the performance of an organization (KEMENKOPMK, 2019). Therefore the government of Bandung City in realizing the principle Based On Quick Win This was marked by the creation of a new program that favored the rice food sector, namely the Rice ATM program which had been held since 2018 as a form of solving food problems in the rice commodity sector for the people of Bandung City who have a low economy.



Figure 2. Bandung City Rice ATM machine



Source: Image Rice ATM Bandung City

This is being proposed as a new innovation for the food stability efforts of the people of Bandung City in the field of rice food. The existence of innovation intended for underprivileged communities has a significant impact. The way Rice ATMs work is almost the same as Bank ATMs in general, it's just that they can be used to store rice. Collecting rice at an ATM uses a card that is distributed to underprivileged people who are entitled to receive assistance. 1 Rice ATM can fulfill around 75 families with a storage capacity of around 240L of rice which can be withdrawn 10KG per month with 4 withdrawals per week. Rice ATMs are placed in places of worship so that taking them has religious value because people who are registered to receive Rice ATM cards must participate in the religious activities contained therein. But it is very unfortunate that the procurement of Rice ATMs in the city of Bandung has a limited number each year. The amounts are in the table:

Table 3. Number of Procurement of Rice ATMs in the City of Bandung 2018 - 2020

No	Goods	2018	2019	2020
1	Bandung City Government Rice ATM	6 unit	6 unit	6 unit
2	Baznas Rice ATM	-	6 unit	-
Total			24 Unit	

Source: Food and Agriculture Service, data processed by researchers.

In total, the number of Rice ATMs is considered insufficient considering there are around 30 districts and 151 urban villages. then the distribution of rice ATMs is considered to be insufficient in meeting the needs of rice for underprivileged people in each urban village, considering that the distance between people's houses and rice ATMs is uncertain. Although it was explained that the Rice ATM was placed in a place of worship as a fulfillment of the community's religious values and the hope that there would be an increase in assistance because this Rice ATM could also be filled with rice again by people who had excess rice that could be placed into the ATM machine. Given the obstacles to the availability of Rice ATMs, this is also dominated by quite expensive prices related to the procurement of Rice ATMs. The Head of the Bandung City Food Availability and Reserves Special for Rice Commodity added that "The government procures 6 units annually because the price of this rice ATM is around 33 million, so we are proceeding in stages, the most important thing is that the



community does not have a shortage of food, especially rice.”In achieving one of the principles Agile Governance In this case, the rice ATM innovation is considered to be fast and accurate in overcoming the food problems of the lower class, even though there are several obstacles, but there are clear efforts related to the procurement of rice ATM machines that provide good hopes for maximum results.

Systematic And Adaptive Approach

In addition to the Rice ATM innovation, the Bandung City government, coordinated by the Food and Agriculture Service, also launched the Hurry SAE program, which was a renewal of the Urban Farming Bandung. The program, which was formed in 2020, is considered to be the most appropriate replacement breakthrough in developing modern food reserves in agriculture, plantations, fisheries and food processing by utilizing the yards of the people's houses themselves. The SAE Buruan program was created as a form of concern for the reduction of agricultural land due to the conversion of land functions to community living areas. The programs developed in this program can help a lot in increasing food security, especially for the rice commodity. The Head of Food Availability and Reserves for the City of Bandung, Specifically for Rice Commodities, said that: “Even though the Buruan SAE program does not involve much rice cultivation because it requires a large area, this program helps the community to get to know other food ingredients as substitutes for rice and how to process them properly. Hurry up SAE This has also been running in a systematic and structured manner in several areas of the city of Bandung.”In the Buruan SAE program, researchers also found appropriate information regarding systematic details through the official website of the Food and Agriculture Service, along with the pictures taken:

Figure 3. Display of the Official Buruan SAE Websit



Source: <https://buruansae.bandung.go.id/>

Figure 4. Cultivation of Rice and Root Crops - Tubers and Vegetables - Vegetables as Alternative Foods Apart from Rice in the SAE Buruan Program



Source: <https://buruansae.bandung.go.id/>



In carrying out the Buruan SAE program, the community also receives education regarding concern for food security, processing and easier cultivation with promising results which in the end can also help the Bandung City area to reduce the amount of community consumption of rice into other consumption materials. such as: sago, corn, potatoes, sweet potatoes, and other consumption materials. Although this program is an innovation program that was just launched in 2020, it has received an award as the Best City Category at the West Java Regional Development Award (PPD). This proves that the SAE Hunt program runs in a systematic and structured manner when viewed from the clarity of the program that the public can access through the DISPANGTAN website. The role of the Bandung City government and the community also dominates the success of this SAE Buruan program. So that in principle Systematic And Adaptive Approach which is part of Agile Governance it can be said that it has been fulfilled by marking the existence of a similar program update with very detailed and systematic clarity although there is a need for future evaluation of the stability and success of the program being implemented.

Simple Design And Continous Refirement

Fulfillment of principles Simple Design And Continous Refirement Currently, the government of the City of Bandung, especially the Food and Agriculture Service of the City of Bandung, has fully endeavored to provide the best in anticipating food security problems, specifically the commodity of rice in the City of Bandung. The innovation of the Rice ATM which has the value of ease of use makes the community fully assisted in obtaining rice to fulfill their food availability. The addition of the amount of rice managed at the Rice ATM is also one proof of the simple design for people who have the advantage of using and placing their rice at the ATM, which can be taken for people who have a Rice ATM card or for underprivileged people who are registered as recipients of a Rice ATM. Meanwhile, Buruan SAE is an innovation derived from the program Urban Farming packaged more attractively and modernly so that it attracts the public to participate in running the program together in maintaining food security in the city of Bandung. These two innovations are related to each other in terms of food security and have quite a good impact. The existence of a design that is easily understood by the community and the achievement of sustainability regarding these two programs are considered as implementation Agile Governance specifically simple design and continuous refirement in government.

4. CONCLUSION

The City of Bandung through the Food and Agriculture Service has in fact implemented the principles Agile Governance well in maintaining food security, especially rice commodity, even though the application is not so optimal. It is proven that there are still things that are lacking and need to be considered in carrying out a program and innovation related to maintaining food security. The roles of the government and the people who contribute to the success of governance must be more aligned. However, this can still be overcome by maximizing the performance of the government and the involvement of the community itself so that governance, innovations and programs that have been made can run well so that the government can also be said to be a government that is Agile entirely because of the accuracy and speed in resolving a future problem regarding food security in the city of Bandung, especially the commodity of rice. The recommendations given by the author see



the potential of the Bandung city government which can be said to be an agile government (Agile Governance) and cities with the best innovation potential, the researchers provide recommendations, namely:

1. There is a short-term evaluation of each program as a means to find out how far the program / innovation is running and the equality of implementation by the community in the Bandung City area regarding maintaining food security for the rice commodity.
2. More educating and socializing the community that the role of society is very important and to want to take part in various programs and innovations made by the City of Bandung.
3. There is good collaboration and communication with agencies related to food supply and markets so that stable food security is maintained in the future.

Understanding of the principles Agile Governane more emphasis on the government and related stakeholders so that problem solving is easier and more precise and can be felt in the long term.

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