

**IMPLEMENTATION OF THE ONE REGION ONE OFFTAKER POLICY
IN THE DEPARTMENT OF FOOD SECURITY, AGRICULTURE AND
FISHERIES OF SUKABUMI CITY**

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ABSTRACT

The title of this research is “One Region One Offtaker Policy Implementation at the Department of Food Security, Agriculture and Fisheries of Sukabumi City. The purpose of this study was to determine the implementation of the one region one oftaker policy at the Department of Food Security, Agriculture and Fisheries, Sukabumi City. The method used is a qualitative method with a phenomenological approach. Data collection techniques include observation, interviews, documentation. The results showed that the implementation of the one region one oftaker policy at the Department of Food Security, Agriculture and Fisheries of Sukabumi City, not yet comprehensive socialization activities in Sukabumi City, the absence of beryer bed facilities (rice drying machines) for oftakers, an increase in the number of oftakers, there are oftakers who do not have oftaker decision letter, there is assistance that will be provided by the Office of Food Security, Agriculture and Fisheries of Sukabumi City to oftakers but so far they have not received the planned assistance. The supporting factor is the encouragement from the government in implementing the one region one oftaker policy. For the inhibiting factors, there are middlemen who are disadvantaged, farmers who do not want to move from the previous middlemen, middlemen who do not want to become oftakers, lack of knowledge of farmers about the one region one oftaker policy.

Keywords: *Implementation, One Region One Offtaker Policy*

A. PRELIMINARY

The policy of one region one oftaker or one region one guarantor is an effort of the Regional Government of Sukabumi City through the Department of Food Security, Agriculture and Fisheries of Sukabumi City in order to improve

the welfare and income of farmers. The one region one offtaker policy is regulated in the *Peraturan Walikota Nomor 39 Tahun 2020* concerning General Guidelines for the Implementation of the One Region One Guarantee or One Region One Offtaker Strategy. This one region one offtaker policy is a new breakthrough from the Sukabumi City Food Security, Agriculture and Fisheries Service. However, in implementing these policies, not only local governments play a role, but it requires the cooperation of several parties to collaborate, including from the government, the private sector and also farmers or land owners.

The one region one offtaker policy was launched in September 2020, this policy was made to provide benefits for the perpetrators including:

1. For farmers, they get easy financing for their business activities and market guarantees for buying grain at a reasonable price.
2. Offtakers or guarantors benefit from the availability and sustainability of grain products.
3. As for the government itself, it is an effort to expand sustainable food agricultural land.

With the one region one offtaker policy, which in its implementation involves various parties from the government, farmers and offtakers who can provide benefits to the people involved in order to improve the welfare and income of the farmers.

Policy is a decision taken by the government based on the consequences or problems of the community so that the problems of the community can be handled by the government. So that in solving a problem faced by the community. The government must be at the forefront to deal with a problem. One of them is the government makes a policy so that these problems can be resolved.

Based on the *Peraturan Walikota Nomor 39 Tahun 2020* concerning General Guidelines for the Implementation of the One Region One Guarantee Strategy or One Region One Offtaker, it is stated that in making this policy the government considers:

"That in order to improve farmers' welfare and increase the participation of agricultural land owners in the Sukabumi City Sustainable Food Agricultural Land Protection Program through the Implementation of the One Region One Guarantee or One Region One Offtaker Strategy, it is necessary to establish General Guidelines for the Implementation of the One Region One Guarantee or One Region One Offtaker Strategy. with the Mayor of Sukabumi Regulation".

From the policy description above, the one region one offtaker policy is in line with the food security category. This one region one offtaker policy supports the achievement of the objectives of the 3rd Mission of the Mayor and Deputy Mayor of Sukabumi City in 2018-2023, namely realizing an advanced regional economy based on the trade, creative economy and tourism sectors through the principle of partnership with the business world, education sector. and surrounding areas with the aim of realizing sustainable regional economic development, and the target of increasing food security.

Based on the *Undang-Undang Republik Indonesia Nomor 41 Tahun 2009* concerning the Protection of Sustainable Food Agricultural Land, it is stated that sustainable food agricultural land is a field of agricultural land that is determined to be protected and developed consistently in order to produce staple food for national food self-reliance, security, and sovereignty. In the form of implementing the *Undang-Undang Republik Indonesia Nomor 41 Tahun 2009* concerning the Protection of Sustainable Food Agricultural Land, the Sukabumi City Government issued regional, the *Peraturan Daerah Nomor 1 Tahun 2016* concerning the Protection of Sustainable Food Agricultural Land. This is an effort by the Sukabumi City Government to adjust existing regulations at the central level so that they can be implemented in the Sukabumi City area.

The objectives of the *Peraturan Nomor 1 Tahun 2016* concerning the Protection of Sustainable Food Agricultural Land are:

1. controlling and protecting LP2B
2. guarantee the availability of LP2B
3. realizing self-reliance, security, and food sovereignty
4. protect farmers' food farm land ownership
5. increase the prosperity and welfare of farmers and the community
6. increase the protection and empowerment of farmers
7. maintain the ecological balance and
8. increase the optimization of the utilization of farmers' infrastructure investments.

From the objective of the policy of protecting sustainable agricultural land, it has a relationship with the objectives of the one region one offtaker policy, namely this policy aims to, including the following:

1. Increase farmers' income
2. Maintaining sustainable agricultural food land
3. Welfare for farmers in the Sukabumi City area.

Based on the results of initial observations, in implementing the one region one offtaker policy in Sukabumi City in 2018 - 2020 there are still several problems. The first phenomenon is a decrease in the area of rice fields in Sukabumi City in 2020. The area of rice fields in Sukabumi City in 2020 is classified as follows:

Table 1: Area of Rice Fields in Sukabumi City in 2020

Area of Rice Fields in Sukabumi City								
Year	Subdistrict							Amount
	Cikole (Ha)	Baros (Ha)	Gunung Puyuh (ha)	Citamiang (ha)	Cibeureum (ha)	Warudoyong (ha)	Lembursitu (ha)	
2020	53	229	69	64	405	230	339	1389
2019	50	235	82	65	405	284	284	1405
2018	50	235	82	65	405	284	284	1405

Source: (Department of Food Security, Agriculture and Fisheries Sukabumi City, 2021)

From the table above, the area of rice fields in Sukabumi City in 2018 to 2019 has stagnated. Furthermore, from 2019 to 2020, there was a decrease of 16 hectares so that based on the one region one offtaker policy, agricultural land in Sukabumi City could be maintained but on the contrary decreased.

The second phenomenon is the lack of participation of farmers who follow the one region one offtaker policy. The lack of participation of farmers who follow the one region one offtaker policy is presented in table 1.2 below:

Table 2: Number of Farmers and Farmers who Registered One Region One Offtaker

No	Subdistrict	Number of Farmers in Sukabumi City	Number of Farmers who Registered One Region One Offtaker
1	Baros	792	51
2	Cibeureum	1229	
3	Cikole	285	
4	Citamiang	280	
5	Quail Mountain	415	
6	Overtime	1801	
7	Warudoyong	688	
Amount		5490	51

Source: (Department of Food Security, Agriculture and Fisheries of Sukabumi City, 2021)

Based on the table above, it can be seen that the number of farmers who follow the one region one offtaker policy in 2021 is 51 people, while the number of farmers in Sukabumi City in 2021 is 5,490 people or 1% of the total number of farmers in 2021. This shows the low enthusiasm of farmers for follow the one region one offtaker policy.

The third phenomenon is that there is no additional number of offtakers in Sukabumi City in implementing the one region one offtaker policy. Starting from the policy made in 2020 to 2021. This is based on the observations that the researchers got as shown in the image below:



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DINAS KETAHANAN PANGAN, PERTANIAN DAN PERIKANAN

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REKAPITULASI JUMLAH OFFTAKER DAN JUMLAH PETANI STRATEGI ONE ROOF
DINAS KETAHANAN PANGAN, PERTANIAN DAN PERIKANAN KOTA SUKABUMI
 (Per Agustus 2021)

No	Nama Offtaker	Kelurahan	Jumlah Petani Mitra (Orang)	Luas Garapan (Ha)	Potensi Gabah Per Musim (Ton)
1	H. Ali	Lembursitu	13	6	36
		Gikuncul	6	2,84	17,04
		Sukakarya	9	6,03	36,18
		Cibeureumhilir	7	3,21	19,26
		Total	35	18,08	108,48
2	Faguyuban Semar	Lembursitu	16	9,04	54,24
		Total	16	9,04	54,24
		Grand Total	51	27,12	162,72

Figure 1.1 Number of Offtakers in Sukabumi City

Source: (Office of Food Security, Agriculture and Fisheries Sukabumi City, 2021)

Based on the description of the problem phenomenon mentioned above regarding the implementation of the one region one oftaker policy, it shows that rice fields in Sukabumi City have decreased, which should be with the one region one oftaker policy, the rice fields can be maintained, the lack of interest of farmers to follow the one region one oftaker policy, and there has been no additional number of oftakers to hold one area of one guarantor in Sukabumi City in implementing the one region one oftaker policy. Therefore, researchers are interested in researching this problem with the title "One Region One Oftaker Policy Implementation at the Sukabumi City Food Security, Agriculture and Fisheries Service"

B. LITERATURE REVIEW

Public Administration Ilmu

According to Syafiie et al (1999:15), "Administration in a narrow sense is administration as we often hear on a daily basis, namely administration. While the public according to Syafie et al (1999:17), "The public is a number of people who have together thoughts, feelings, hopes, attitudes and actions that are right and good based on the norms they have". Based on the two definitions of administration and public above, the researcher can interpret that public administration is a collaborative activity between two or more people or institutions with the aim of meeting public/public needs effectively and efficiently. The scope of public administration science in depth there are 7 scopes.

Of the 7 scopes of public administration, namely public policy, public services, public management, public economics, public organizations, administrative law and decentralization politics. Of the 7 scopes of public administration science referred to in this study is the implementation of the one region one offtaker policy which is included in the scope of the public administration science.

Public policy

According to Taufiqurahman (2014: 4), "Public policy is a series of policy decisions taken by a person or group of people to realize certain goals in society". Furthermore, according to Mustari (2015: 1), "Public policy is the authority of the government to carry out its duties and functions in relations with the community and the business world". Then according to Anderson (2003: 1-34). Based on the above definition of public policy put forward by Taufiqurahman (2014:4), researchers can interpret public policy as a series of policy decisions taken by a person or group of people in order to achieve something together in community institutions. Furthermore, according to Mustari (2015: 1), Researchers can interpret that public policy is the authority of the government to carry out its obligations and functions in relation to society and the business world. Then according to Anderson (2003:1-34), researchers can interpret public policy as a policy developed by government agencies and civil servants who are actors and non-state factors can influence the development of public policy.

Characteristics of Public Policy

According to Wahab (2018:20), states that there are the following policy characteristics:

1. Public policy is more of an action that is intentionally carried out and leads to a specific goal, rather than just a form of deviant behavior or action that is completely random, perfunctory and coincidental.
2. Policy essentially consists of interrelated actions and patterns, leading to certain goals carried out by government officials, and not stand-alone decisions.
3. The policy is what the government actually does in certain fields.
4. Public policy may be positive, it may be negative.

Based on the characteristics of the above policies put forward by Wahab (2018: 20), the researcher can interpret that a policy has the following characteristics:

1. Public policy is an action that is carried out with full planning that leads to a certain goal so that this policy is not an attempt to deviate from random or accidental.
2. Policy is an interrelated effort so that it does not stand alone by government officials and leads to certain goals.
3. Policy efforts made by the government that are divided into certain fields.
4. Public policies have both positive and negative forms.

Policy Implementation

According to the Big Indonesian Dictionary (2007: 441) "implementation means implementation; This second meeting intends to seek the form of what has been agreed upon before. Meanwhile, according to Agustino (2016: 126), "Policy implementation can simply be interpreted as a process of translating regulations

into action". Then according to Nugroho (2021:18), "Policy implementation in principle is a way so that a policy can achieve its goals". Based on the above definition according to the Big Indonesian Dictionary (2007: 441), researchers can interpret that implementation means implementation. In this second meeting, we will explore the format of what was previously agreed. Meanwhile, according to Agustino (2016: 126), researchers can interpret policy implementation can be interpreted simply as the process of implementing regulations. Then according to Nugroho (2021:18), researchers can interpret in principle the implementation of policies is the way policies achieve their goals.

Based on the three definitions above regarding policy implementation, researchers can interpret that policy implementation is one of the actions to achieve a goal that has been previously planned for the implementation of a policy. The implementation of the policy in this study is the one region one offtaker policy. The implementer of this policy is the Office of Food Security, Agriculture and Fisheries of Sukabumi City, researchers can interpret that policy implementation is one of the actions to achieve a predetermined goal of implementing a policy.

Edwards III Implementation Model

If policy implementation is to be said to be effective, it is necessary to pay attention to 4 main issues in policy implementation, including the following:

1. Communication is an aspect put forward by Edwards III which discusses the people who are authorized to implement policies need to know or understand the issues of the public policy.
2. Resources is an aspect proposed by Edwards III of policy implementation which discusses the number of human resources in implementing policies that can affect the effectiveness of policy implementation.
3. Disposition is an aspect put forward by Edwards III of policy implementation which discusses people who have the authority to carry out policies not only know the contents of policies, have the capacity to carry out policies, but people who have authority also have the will to carry out policies.
4. The bureaucratic structure is an aspect put forward by Edwards III of policy implementation which discusses the number of structures in carrying out policies that must meet the availability of resources, have the capacity, know the contents of the policy, and have the will to implement policies that can affect the effectiveness of policy implementation.

The library contains previous studies, theories, and/or similar concepts if scientific work exists for that purpose. If it doesn't exist, then go straight to Methods.

C. METHOD

The research method used in this study is a phenomenological qualitative research method because this method is used to obtain a clear and in-depth picture and understand the essence of the participants' experiences in research. This is the experience of the Food Security, Agriculture and Fisheries Service of Sukabumi City in carrying out the one region one offtaker policy and the community or farmers as recipients of the policy.

Setting informants or determining sources in this study used snowball sampling, a technique for determining the sample which was initially small in number, then enlarges. It's like a rolling snowball that grows bigger over time. In the selection of informants, the new researcher chose 6 informants who could answer the researcher's research. However, from the 6 informants, if the required data cannot answer the research, the researcher will add informants if needed.

Data collection techniques used in this study were observation, interviews, and documentation. Validation of the data used in this study is triangulating, making rich and dense descriptions, clarifying biases that researchers may bring into research, presenting different or negative information, taking advantage of relatively long time in the field or research location, conducting questions and answers with fellow researchers (Creswell 2017).

The data analysis carried out in this study is processing and preparing data for analysis, reading the entire data, analyzing in more detail by coding, applying the coding process to describe the setting (region), people (participants), categories, and themes to be analyzed, applying a narrative approach in conveying analysis results, and making interpretations or interpreting data (interpretation inqualitative research), Creswell (2017:).

The theory in this study uses the theory of George C. Edwards III. This is because the theory is able to answer questions related to the One Region One Offtaker Policy Implementation at the Sukabumi City Food Security, Agriculture and Fisheries Service. According to Edwards III (2003:11-13) explains that the implementation of each policy is a dynamic process, which includes the interaction of various variables. The interaction of these various variables is influenced by four variables in the approach to implementing this policy, which include: Communication, Resources, Disposition or attitude, and Bureaucratic structure.

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D. EXPLANATION

Communication Dimension

1. According to Edwards III (1980:19) "the main requirement for policy

implementation is that those who have to implement a decision must know what they have to do". From this statement, the researcher can interpret that in implementing the policy, the implementers must know what they are doing. It aims to provide information to the target regarding the policies to be implemented. Furthermore, according to Edwards III (1980:19) states that:

2. "This communication requires accuracy, and the communication must be accurately received by the implementor, if the policy is to be implemented properly, the implementation measures should not only be accepted but they must also be clear. Another aspect of communication is consistency".
3. From the statement according to Edwards III (1980:19) Researchers can interpret that communication must be accurate, precise, clear and consistent so that it can be accepted by the recipient of the communication such as the implementor and the target of the policy.
4. According to Edwards III (1980:30) states about the importance of clarity in providing information on a policy that will be implemented that:
5. "The lack of clarity provides implementers with space to give new meaning to policies, meaning that sometimes it is contrary to the actual intent of the law.
6. From the above statement regarding the clarity of information from a policy, researchers can interpret that if an information from a policy is not clear, it will provide space for perspective on a policy from someone who is contrary to a policy that was made.
7. For the communication dimension, the implementer in disseminating the One Region One Offtaker policy is carried out by the Sukabumi City Food Security, Agriculture and Fisheries Service. The target of the outreach activities to farmers in Sukabumi City, however, currently, it is still prioritized for farmers who follow the LP2B policy. After the socialization activities have been carried out, then look for offtakers who can guarantee the needs of farmers in their agricultural activities. The socialization activities were carried out by field agricultural extension workers under the auspices of the Sukabumi City Food Security, Agriculture and Fisheries Service. The socialization activities that have been carried out have only been carried out in 4 sub-districts of Sukabumi City, but the sub-districts in Sukabumi City consist of 7 sub-districts so that the socialization activities have not been comprehensive to farmers in the Sukabumi City area. Because based on the one roof strategy implementation innovator stated that the only goal of the One Region One Offtaker activity was to increase farmers' income and increase and maintain the area of sustainable food agriculture in Sukabumi City. From the purpose of the policy, it shows that this policy is made for farmers and the area of agricultural land in the Sukabumi City area. So from this, the enthusiasm of farmers is low to follow the One Region One Offtaker policy, as from secondary data in chapter 1, the background of the researcher's research which can be seen below:

Table 3 Number of Farmers who registered for One Region One Offtaker

No	Subdistrict	Number of Farmers in Sukabumi City	Number of Farmers who Registered One Region One Offtaker
1	Baros	792	51
2	Cibeureum	1229	
3	Cikole	285	
4	Citamiang	280	
5	Quail Mountain	415	
6	Overtime	1801	
7	Warudoyong	688	
Amount		5490	51

Source: (Department of Food Security, Agriculture, and Fisheries Sukabumi City, 2021)

Therefore, socialization activities regarding the One Region One Offtaker policy must cover all sub-districts in the Sukabumi City area, not only in the 4 Sub-districts that have been carried out by the Sukabumi City Food Security, Agriculture and Fisheries Service. From this, there are farmers who do not know about the One Region One Offtaker policy.

Resource Dimension

According to Edwards III (1980:12) describes the resources that can contribute to the implementation of a policy that:

“If the personnel responsible for implementing all policies lack the resources to do an effective job, implementation will not be effective either. Important resources include the right size staff with the necessary skills, and the various facilities (including buildings, equipment, land, and supplies) within or with which the service must be provided. insufficient resources mean that laws will not be enforced, services will not be provided, and appropriate regulations will not be developed).

From the explanation above, researchers can interpret that policy implementation needs to require resources, both the amount of resources, resource expertise in implementing policies, and facilities in implementing policies can contribute to the effectiveness of a policy implementation.

The amount of resources in a policy according to Edwards III (1980:56) states that:

“Possibly the most essential resource in implementing policy is staff. In an era where “big government” is under attack from all directions, it may seem surprising to learn that the main source of implementation failure is insufficient staff”.

From the statement according to Edwards III (1980:56) above, the researcher is the most basic factor to overcome the failure of implementing a policy, requiring resources in the form of sufficient staff in implementing a policy.

Implementor skills are also expressed in the resource dimension according to Edwards III (1980:64) which states that:

“It is not enough to have an adequate number of implementers to carry out a policy. The implementors should have the necessary skills for the job in accordance with the required standard qualifications. The lack of properly trained personnel has hindered the implementation of a policy.

From the above statement expressed by Edwards III (1980:64) regarding the skills of the implementor, the researcher can interpret that not only the amount of resources is sufficient in implementing a policy, but the skills needed from the resources are in accordance with the standards of the policies that have been determined.

According to Edwards III (1980:83) explains about the resources regarding the facilities that:

“various physical facilities may also be a critical resource in implementation. An implementor may have sufficient staff, may understand what he is supposed to be doing, may have the authority to carry out his duties, but without the necessary buildings, equipment, supplies, and even green space implementation there will be no success.

From the above statement expressed by Edwards III (1980:83) the researcher can interpret that successful policy implementation is not only from having sufficient staff, staff who know what they have to do, and willing to implement the policy, but the need for physical facilities that can determine the success of policy implementation.

The dimensions of the policy implementer's resources are in accordance with the rules set by the government. the skills that must be possessed by the service are good in agriculture and also the skills of offtakers do not have special skills but can carry out the mandate in accordance with instructions from the government, namely providing loans for farmers and providing for farmers' needs in improving farmers' welfare. For facilities and infrastructure in implementing policies, offtakers have the ability to provide capital for farmers and facilitate farmers in managing agricultural crops, but in facilitating farmers to manage agricultural crops, one offtaker from the one region one offtaker policy is not

sufficient.

Because according to the innovator of the implementation of the one roof strategy, the concept of one roof is to be responsible in terms of financing and providing agricultural production facilities and infrastructure needed by farmers with guarantees that the products produced by farmers are sold to offtakers. So from this, the resources owned by one of the offtakers have not been able to facilitate farmers in managing agricultural production. The obstacles faced by the offtaker depend on the lack of facilities and also the capital owned by the offtaker and for these farmers the presence of pests in agriculture and drought due to the dry season which results in losses for farmers. The supporting factor for the policy is the government's concern in giving authority to offtakers to improve the welfare of farmers.

Disposition Dimension

According to Edwards III (1980:13) explains the dimensions of disposition in policy implementation that:

“The disposition or attitude of the implementer is the third critical factor in the approach to the study of public policy implementation. If implementation is to proceed effectively, not only must implementors know what has to be done and have the capacity to do this, but also have the will to implement a policy.”

From the above statement put forward by Edwards III (1980:13) disposition is the 3rd factor that determines the effectiveness of policy implementation, not only regarding implementers who know what to do and have the capacity to do but also implementers have the will to implement policies.

Henceforth Edwards III (1980:90) re-explains the disposition that:

"If the implementers pay attention to a specific policy, then it is possible for the implementor to do what the decision makers intended. However, when the attitude or perspective of the implementer differs from that of the decision makers, the process of implementing a policy becomes definitely more complicated.

From the above statement put forward by Edwards III (1980:90) the researcher interprets that the disposition is more towards the implementers who wish to implement policies that are in accordance with the intended making of a policy. Otherwise it will affect the effectiveness in implementing a policy.

For the disposition dimension, the number of offtakers has grown, previously in 2020 there were 2 offtakers and for 2022 there were 3 offtakers. This has increased the number of offtakers which previously from secondary data researchers obtained in 2021 amounted to 2 offtakers. For the 24 executor, it is good to increase trust and improve the image of farmers to follow the One Region One Offtaker policy. For sanctions in the policy, there is no violation of the agreement on the offtaker with farmers.

Dimensions of Bureaucratic Structure

According to Edwards III (1980:13) explains the "bureaucratic structure if sufficient resources to implement a policy exist and implementors know what to do and want to do it, implementation may still be prevented because of deficiencies in the bureaucratic structure". From this statement regarding the bureaucratic structure, researchers can interpret that the bureaucratic structure can affect the effectiveness of policy implementation, so there are not only sufficient resources in implementing a policy, implementers know what to do and want to implement a policy. The bureaucratic structure consists of standard operating and procedure (SOP) and fragmentation.

Edwards III (1980:127) explains that standard operating procedures are routines that allow public officials to make decisions every day. From the previous explanation regarding standard operating procedures, researchers can interpret that the guidelines in implementing a policy that are carried out routinely must be obeyed by the implementer and the target of a policy.

To further discuss the fragmentation proposed by Edwards III (1980:137) fragmentation is part of the responsibility for a policy field among organizational units from the notion of fragmentation put forward by Edwards III (1980:137) that the process of dividing the authority of implementing a policy field.

For the dimensions of the bureaucratic structure that the SOP has been carried out properly. However, in terms of giving a decision to the offtaker, it has not been fulfilled because there is one offtaker who does not have a decision letter for determining the offtaker. For farmers, it is good because they have received assistance when they have followed the One Region One Offtaker policy. When the middleman will register for an offtaker there is no special fee but has the ability and consistency to follow the One Region One Offtaker policy. There is an assistance plan by the Food, Agriculture and Fisheries Security Office of Sukabumi City by providing sacks and needles to the offtaker, but until now the assistance plan has not been given to the offtaker in responding to criticism from the Food Security Service. Sukabumi City Agriculture and Fisheries responded to this which was returned to the offtaker's ability, as for suggestions in improving procedures such as the government must provide a market for harvests that have been managed by offtakers, supervision from the government to go directly to the field, for farmers to sell middlemen in reduce Rp. 100-.

The impact of the one region one offtaker policy at the Sukabumi City Food Security, Agriculture and Fisheries Service

Policy this one region one offtaker have a positive impact on farmers, not only farmers but offtakers and also the government, namely as follows: for Farmers, get financing facilities for their business activities; provide market guarantees for agricultural products produced; and get a fair price. For Offtakers, Guarantee the continuity of agricultural products. For Government, increasing the area of land for self-sustaining sustainable food agriculture; and guarantee of food availability.

E.CONCLUSION

Based on the results of research conducted by researchers, it can be concluded that:

1. Communication Understanding of implementation already knows related to the existence of a policy to be able to inform policy targets. In the implementation of activities, priority is given to farmers who follow the LP2B policy, which should be to all farmers in Sukabumi City. Socialization activities carried out by farmer extension services under the auspices of the Sukabumi City Food Security, Agriculture and Fisheries Service were carried out according to farmer requests. New socialization activities cover 4 sub-districts while in Sukabumi City it covers 7 sub-districts whereas in 3 sub-districts Sukabumi City has the potential to be used as LP2B land because there are still agricultural lands.
2. The socialization activities that have been carried out by the implementers can provide an understanding of the policy targets, but there are Sukabumi City farmers who do not know about the policy. Socialization activities are carried out in accordance with the requests of farmers and for now are rare, and there is no definite schedule. There are conditions that must be met by both farmers and offtakers in Sukabumi City in following the One Region One Offtaker policy.
3. The implementation of One Region One Offtaker resources is in accordance with the guidelines from the government. Implementing skills in the One Region One Offtaker policy in farming and improving farmers' skills in managing crop yields so that expenses and income in farming can be clearly defined. The skills of the implementers, namely offtakers, have no special skills as long as they can carry out the mandate given and can carry out according to government instructions. The absence of beryer bed facilities (rice drying machine) is due to the large number of farmers supplying grain to the offtaker but the absence of beryer beds is not handled by farmers who come to the offtaker. And also in terms of capital the offtaker has little. The obstacle faced by farmers is the presence of pests in the farmers' farms. The supporting factor is the encouragement from the government in implementing the One Region One Offtaker policy. For the inhibiting factors, there are middlemen who are disadvantaged, farmers who do not want to move from the previous middlemen, middlemen who do not want to become offtakers, lack of knowledge of farmers about the One Region One Offtaker policy.
4. Disposition The implementation of the One Region One Offtaker policy in Sukabumi City has developed from 2020 to 2022. It is currently developing from 2020 to 2022. This is evidenced by the increase in the number of offtakers following the One Region One Offtaker policy. The attitude of the implementers, namely the Office of Food Security, Agriculture, and Fisheries of Sukabumi City through farmer counseling, was good according to all informants. The sanctions in the One Region One Offtaker policy are contained in the agreement between the offtaker and the farmer, which so far no party has violated.

5. Bureaucratic structure Implementation of the One Region One Offtaker policy in Sukabumi City regarding standard operational procedures for the existence of a decision letter for determining oftaker but for oftaker H. Ali does not yet have this. There is assistance that will be provided by the Office of Food Security, Agriculture and Fisheries of Sukabumi City to oftakers but so far they have not received the planned assistance. In response to criticism of the One Region One Offtaker policy by the Food Security, Agriculture and Fisheries Service of Sukabumi City, it was returned to the oftaker. In addition, the government does not provide a market for processed grain products by oftakers, there is no supervision from the government, for farmers so that oftakers can reduce the selling price of harvested grain by 100 rupiahs.

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