

THE CAPABILITY OF LOCAL GOVERNMENT IN SAGO DEVELOPMENT: EFFORTS TO SUPPORT FOOD SECURITY IN THE REGENCY OF MERANTI ISLANDS

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ABSTRACT

Government efforts to support food security have been made through various potentials in the agricultural sector, such as sago development as a locally based alternative food source. However, the facts show that sago can only be used as a second staple food and requires adequate local government capacity in its development. This study uses a qualitative method with a literature study approach. Data collection techniques used are documentation techniques in journals, proceedings, books, government websites, and online news related to various government strategies in developing sago. The results showed that the Meranti Islands Government had socialized the "One Day with Sago" program in knowledge and skills dimensions. However, due to insufficiently accommodated socialization, this program was less effective in changing the surrounding community's lifestyle. Second, local government's ability in the technical system dimension is already running well; increased sago production shows this. Third, in the managerial system dimension, the local government has designated Meranti as a sago cluster and supports the sago development program budgeted through central, provincial, and district funds. Fourth, in the dimensions of values and norms, every organization that handles agricultural affairs has a good understanding of the sago development policy's direction and objectives in the Meranti Islands.

Keywords: Capability, Local Government, Sago Development

ABSTRAK

Upaya pemerintah dalam mendukung ketahanan pangan telah dilakukan melalui berbagai potensi di sektor pertanian, seperti pengembangan sago sebagai sumber pangan alternatif berbasis lokal. Namun fakta menunjukkan bahwa sago hanya dapat dijadikan sebagai makanan pokok kedua dan membutuhkan kapabilitas pemerintah daerah yang memadai dalam pengembangannya. Penelitian ini menggunakan metode kualitatif dengan pendekatan studi literatur. Teknik pengumpulan data yang digunakan adalah teknik dokumentasi dalam jurnal, prosiding, buku, website pemerintah, dan berita online terkait berbagai strategi pemerintah dalam pengembangan sago. Hasil penelitian menunjukkan bahwa Pemerintah Kepulauan Meranti telah mensosialisasikan program "One Day with Sago" dalam dimensi pengetahuan dan keterampilan. Namun karena sosialisasi yang kurang terakomodir, program ini kurang efektif dalam mengubah pola hidup masyarakat sekitar. Kedua, kemampuan pemerintah daerah dalam dimensi sistem teknis sudah berjalan dengan baik, Peningkatan produksi sago menunjukkan hal ini. Ketiga, dalam dimensi sistem manajerial, pemerintah daerah telah menetapkan Meranti sebagai klaster sago dan mendukung program pengembangan sago yang dianggarkan melalui dana pusat, provinsi, dan kabupaten. Keempat, dalam dimensi nilai dan norma, setiap organisasi yang menangani urusan pertanian memiliki pemahaman yang baik tentang arah dan tujuan kebijakan pengembangan sago di Kepulauan Meranti.

Kata Kunci: Kapabilitas, Pemerintah Daerah, Pengembangan Sagu

INTRODUCTION

Food scarcity has always been a strategic issue in the world. In Indonesia, the problem of food and food consumption, which continues to increase, is not supported by an increase in local food production (Alfinanda et al., 2019). At present, rice still dominates as the staple food of Indonesian people (Suriadi & Arsjad, 2015), this causes the patterns of consumption of food to be less accommodated (Alfinanda et al., 2019:1). According to the world food summit in research Hartati & Azmi (2017), Food security is the availability at any time of sufficient world food supply for staples. Then, According to Sachs (2015), one of the problems that are difficult to solve from sustainable development is how the world will feed itself. At the macro level, the concentration of sufferers of food insecurity is related to malnutrition, the environment (Putra et al., 2017), social inequality (Escamilla et al., 2017), and violent conflict (Breisinger et al., 2011).

Food security is present when, at any time, humans have physical and economic access to adequate, safe, and nutritious food in meeting their food needs (Escamilla et al., 2017). For this reason, government capability is essential in managing food security at every level (Millimet et al., 2018), Because it will increase people's access to affordable and quality food (Bachtiar Utomo, 2020).

Currently, Indonesia has various food potentials. One alternative that can be done to anticipate food scarcity is the implementation of Sago development (Alfinanda et al., 2019; Syamsuadi et al., 2020). In essence, Sago is

one of the tropical forest biodiversity that needs to be developed and conserved to support food security (Tjokrokusumo, 2018). Besides, Sago has a source of carbohydrates that are suitable for consumption (Purwanto et al., 2017; Murod et al., 2019), and has a multipurpose advantage that can encourage the economy of local communities and benefit the environment (Makkarennu et al., 2018; Murod et al., 2018; Sudarmadi et al., 2017).

One of the regencies included in one of the national food security development areas is the Meranti Islands Regency, which is the central producer of sago in Indonesia (Paiti, 2017). Long before the name of the Meranti Islands Regency existed, Sago had been cultivated by the local community since the days of the Siak Indrapura Kingdom in Riau Province. Then, Sago was also used as a staple food due to the problematic supply of rice and food scarcity. During the colonial period in the Meranti Islands (Nasir, 2016:11). Another interesting fact is that the Meranti Islands Regency has been named the center of the development of national sago plants, where around 50% of the sago needs in Indonesia are supplied from the Meranti Islands. Then, sago plantation commodities in Meranti Islands Regency were able to dominate 77% of the total production of the plantation sector in the region (Aprilianti, 2017:3). Not only that, but the distribution of sago land also dominated almost all areas. The following table is presented about sago plantation commodities in the Meranti Islands Regency:

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Table 1. Sago Plantation Commodities in Regency of Meranti Islands

No	Sub-district	Sago Farmers	LandArea (Hectares)	Production (Ton)
1	Tebing Tinggi Timur	1.068	16.584	71.942
2	Tebing Tinggi Barat	351	9.021	61.322
3	Tasik Putri Puyu	2.062	3.144	25.245
4	Rangsang Pesisir	1.148	2.225	16.297
5	Merbau	789	5.221	13.183
6	Pulau Merbau	775	1.260	7.266
7	Tebing Tinggi	296	381	2.864
8	Rangsang	749	523	2.348
9	Rangsang Barat	246	225	1.595
	amount	7.484	38.614	202.062

Source: Meranti Islands Regency Forestry and Plantation Office, 2016

The table above shows that the sago plant commodity in Meranti Islands Regency has a very strategic potential in supporting the food security of its people. This indicates that the development of sustainable sago management requires the ability of local governments and assistance in the form of policies such as the involvement of all relevant stakeholders, both from the government, academics, entrepreneurs, producers, financial institutions, and Non-Government Organizations (NGOs). The aim is to support farmers when planting sago products that are more imaginative, inventive, and varied (Murod et al., 2018:103). The capability of the regional government has an essential role in developing sago to support food security for the community. According to Leonard and Barton in the study Suherlan et al., (2019), there were four (4) dimensions of local government capability, namely:

Knowledge and Skills is a very fundamental knowledge and something essential for government organizations to carry out their duties supported by human resources who have extensive experience

and can carry out their primary responsibilities and functions.

Technical Systems is a personal and group attitude that is influenced by information and procedures at the place where it works.

Managerial Systems is a phase of the organization's leadership in carrying out the core activities and roles related to the purpose and mission that was formulated and that can be achieved with the intended objectives.

Value and Norms is one of the dimensions of government capability that is very important in organizations to deal with various problems, both dealing with issues within the organization and outside the organization.

Government capabilities are the skill of government organizations to adjust and establish the prerequisites needed to maintain a competitive advantage quickly. Skill complexity represents the need to perform complex tasks internally (Meiwanda, 2016). Government Capabilities are necessary to anticipate, shape, adapt, and develop existing competitive advantages (Teppo Felin, 2016). The capability of the regional

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government in developing sago in the Meranti Islands Regency is increasingly interesting because the local government has a vision and mission that is: "Making the Meranti Islands Regency an Advanced and Superior Commercial Area in a Madani Community Order," this means that the local government has the motivation to reduce the level poverty through self-sufficiency in agricultural products, fisheries, and livestock.

Food Security

One of the requirements to achieve national food security is the availability of food in sufficient quantities and meeting the nutritional needs of the population (Lantasih et al., 2011), the existence of food is a basic need for the life of every human being (Elizabeth, 2011). Currently, food security is a primary problem for every nation as well as Indonesia (Erwandari, 2017:886).

The existence of abundant natural resources cannot serve as collateral that food security will continue to be available. Many problems are due to the high population and uneven distribution (Suriadi & Arsjad, 2015; Sachs, 2015). In analyzing food security in an area, valid information is needed about what factors which cause food scarcity to occur (Hartati & Azmi, 2017), One of the pillars in the national food security process is the food self-sufficiency programs (Aprilianti, 2017:1), This program is believed to have an economic impact on society if there is no overlap in implementation with the application of other programs (Pininta et al., 2018). For this reason, in the process of increasing food security, an effort that can

be conserved is through the use of available and available resources in the environment (Ashari et al., 2012), by utilizing potential land in agricultural areas that are suitable for its management system (Mulyani et al., 2011).

Sago Development

In developing sago production, cooperation between the government and farmer groups can provide added value to the development dimension by utilizing the area and suitability of land, as well as the creativity that exists in the community (Purwanto et al., 2017:130; Kusumawaty et al., 2019:596). Also, for sago management to run well and sustainably, support from all relevant stakeholders, from the government, academics, entrepreneurs, farmers, financial institutions and non-governmental organizations (Murod et al., 2019:17; Tahitu et al., 2016:39; Murod et al., 2018:103). Currently, Indonesia has the potential for sago-producing areas to support community food security (Nofrizal, 2018). Therefore, if this potential is managed optimally, it will have an impact on the right image as a productive sago producing country in the world (Alfinanda et al., 2019). Development of sago in the form of marketing and exports to other countries can also open up new jobs for the community to increase economic growth (Paiti, 2017), Then in its implementation, the development of sago has challenges that need to be responded well by the government, which is related to the development of superior products in the sago processing industrial area (Aggrahita et al., 2018). so that it has an impact on increasing the ability and independence of

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farmers in each region (Sudarmadi et al., 2017:21).

The sago management model that the government needs to develop must be able to increase farmers' income through downstream, labour absorption, and land adjustment (Murod, 2019). To achieve this process, the government can play a role in policy and pricing, industrial investment, and land selection (Amady, 2017), as well as a role in supervising sago management (Mukarrumi, 2017). Currently, various obstacles in adopting sago as a locally based food that supports food security are due to the lifestyle and habits of the people who are accustomed to consuming rice as a staple food. This is where the government plays an important role in the process of developing sago as an alternative to local food (Aprilianti, 2017:12; Elizabeth, 2011:231; Restuhadi et al., 2019:167; Sinaga et al., 2016:5).

Local Government Capability

In managing food security at every level, the capability of local government is so important and needed (Millimet et al., 2018), the synergic integration of the strengths of the elements of the organization can form a reliable government capability (Lustiadi, 2016), to be able to make useful local government capabilities, it is necessary to have an institution that has good networking between agencies in the provincial and district governments (Meiwanda, 2016), the lack of human resources within the government environment, can hamper an optimal development of local government capabilities (Arbi, 2018). Besides, the inability to recognize obstacles,

opportunities, and understand the existing circumstances, can influence and hinder the ability of the government to develop existing potential (Putra, 2018:151). For this reason, government capacity building can be carried out at the individual level and the communal level (Purnomo et al., 2018).

Although some government capabilities have not been well implemented, however, government capabilities have essential significance and significant influence in the development of existing resources (Dedi, 2018; Liu, 2019). Then, Government capabilities can influence in improving planning strategy through increasing employee competence, organizational climate, and organizational capacity (Nugraha, 2013). In essence, the capability of local government as an organization will be achieved with four capability dimensions, namely the Knowledge and Skills Dimensions, Technical Systems, Managerial Systems, and Values and Norms Dimensions (Suherlan et al., 2019). These four (4) dimensions are a series of organizational learning to improve capacity and better capabilities (Arenawati, 2014:77), and have an essential role in realizing the achievement and success of a government (Dedi, 2018).

Several previous studies have shown that the strategy for developing sago to support food security has many challenges that must be managed responsively by the government. Besides, many things have not been able to be answered regarding How should sago development be carried out optimally? This requires a comprehensive study of all

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dimensions of government capability in its current management. Therefore, this study aims to analyze the ability of local governments to develop sago as an effort to support food security in Meranti Islands Regency, Riau Province.

METHOD

This study uses a qualitative research method with an exploratory-oriented literature study approach (Rahman, 2016). We use qualitative research to test the results of research in the previous literature and interpret a phenomenon scientifically. Besides, explorative-oriented qualitative research can broaden understanding in finding new ideas about a phenomenon and articulating research problems more fully (Mudjiyanto, 2018). The data collection techniques used in this research are documentation techniques in national and international journals, proceedings, official government websites, online news, and several books that are relevant to the research context (Mohajan, 2018).

This research was then carried out for 6 (six) months, from March 1 to August 31, 2020. In general, the data presented in this study discusses the management of sago in supporting food security. And specifically, a study on sago development in the Meranti Islands Regency. Furthermore, to analyze the data that has been collected, we use content analysis to discuss the contents of the document systematically (Aspers & Corte, 2019), to be able to explain comprehensively the extent to which the local government of the Meranti Islands Regency in developing sago to support local food security.

RESULT AND DISCUSSION

Local Government Capability in the Knowledge and Skills Dimension

According to research Sartiwidya which quotes from the official website of the Riau Province Food Security Service (diskepang.riau.go.id, 21 september 2017), it states that sago can be an alternative food source of food in local food diversification to support food security. Besides that, sago is also a good source of food for maintaining health, such as blood sugar levels and keeping the body ideal. Then, Research by Aprilianti (2017), states that the production for sago food in the Meranti Islands Regency is the best sago producer in Indonesia (riaupos.jawapos.com, 19 desember 2019).

In developing sago in the Meranti Islands Regency, the Regional Government has delegated duties and authorities in the agricultural sector to the Forestry and Plantation Service and the Food and Animal Husbandry Service of the Meranti Islands Regency. However, in its implementation, regional apparatus organizations' capabilities have not been maximal in making breakthroughs to achieve the target of increasing sago productivity. In the process, the "One Day with Sago" Program has been socialized by the Meranti Islands Regency Government to the surrounding community. However, the socialization process that has been implemented has not been able to have a significant impact. It can be seen from the people who currently still consume rice as a staple food. And only make sago as the second staple food. The local government's failure of socialization is caused by a lack of skilled policy resources, both human

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resources and inadequate facilities and infrastructure.

Nevertheless, the lack of technology in processing sago into rice is another factor causing various local

governments' failure in developing sago in the Meranti Islands. The constraints indicated by local governments can be seen in the following table:

Table 2. Constraints on Sago Development in Regency of Meranti Islands

No	Constraint Element	Explanation
1	Sago Drying Techniques	Sago starch drying is still done traditionally by the community by drying the sago starch in the sun.
2	Derivative Product Processing and Packaging Design	The processing of derivative products is still limited, and the packaging design is still effortless, so it looks less attractive
3	Waste Utilization and Treatment	Sago waste has not been utilized and is still discharged into the sea so that it becomes a source of environmental pollution.
4	Use of Water Treatment Technology	The source of water for the extraction of sago starch still comes from peat water, and there is no technology for processing raw water in sago refineries.
5	Percentage of population below the poverty line	The percentage of poverty in the Meranti Islands district is around 28.89%, the highest in Riau Province.
6	Sago Harvesting Culture	Sago harvesting system that is still conventional.
7	Farmer Group Access to financial institutions	The limited access to capital for sago farmers, especially to banks.
8	Land Use Regulation	Zoning arrangements have not yet been made.
9	Pattern of Partnership and Institutional Strengthening of Farmers	The pattern of a partnership between large companies and sago farmers has not yet been formed so that the farmers' institutions are still very weak.
10	The Ijon System	The Bonded system is still ongoing.
11	Price Stability	Prices often fluctuate. In 2016 prices were at Rp. 50,000 One rod, while prices in 2018 Rp. 30,000 One rod.
12	Capital Resources	Business capital is still very limited, and some are dependent on the bonded mechanism.
13	Market Availability, Distribution and Segmentation	Market segmentation is still narrow because it is still limited to one product (sago starch).
14	Water Management	Some farmers have not carried out water governance.
15	Vegetation Association	Community sago crop cultivation is still a monoculture.
16	Land suitability	Most land uses are not in accordance with the expected area.

Source: (Analysis Results Mamun Murod, 2019).

Based on the above table, some of the obstacles that are being faced by the regional government in the development of sago in the Meranti Islands are related to the lack of human resources and also the infrastructure that is hampering several programs that have been intensified by the local government. In addition, the high poverty rate due to the rampant bonded

system in community sago gardens has caused the income of sago farmers from selling sago to be very minimal, the bonded system is a system where people plant sago trees, and then traders of Chinese descent buy their sago trees which are still young. As an illustration, when farmers sell one sago stick to the owner of the sago refinery, the farmer will get Rp. 500,000-Rp.

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700,000, whereas if the farmers do the bonded labor system, they only get Rp. 100,000-Rp. 200,000 per stem, the minimum income of these farmers ultimately has an impact on the deep fulfillment of community needs that are only sufficient to meet daily needs. On that basis, it is crucial for local governments to evaluate their capabilities in developing better sago.

Research by Ningsih et al., (2016), has confirmed that the Meranti people still have great potential to re-consume sago as local food. One of the local government's actions to restore people's habits in consuming sago is the "One Day with Sago" program (Aprilianti, 2017). However, in its implementation, this program has not been able to achieve the stated goals due to several factors such as

Lack of skilled human resources in socializing the Acceleration of Food Consumption Diversity program, namely One Day with Sago to the community, Community response is still lacking in implementing sago consumption as local food, and there are still many people who do not know this program so that it cannot run optimally in the Meranti Islands.

Local Government Capabilities in the Technical Systems Dimension

The capability of the Meranti Islands regional government in implementing the technical system's dimension has gone well, and this can be seen from an increase in the productivity of sago commodities from year to year. In more detail can be seen in the following table:

Table 3. Production of Sago in the Meranti Islands Regency

No	Sub-district	Production (ton)	
		2018	2019
1	Tebing Tinggi Barat	66.765	67.800
2	Tebing Tinggi	3.297	3.300
3	Tebing Tinggi Timur	82.593	84.240
4	Rangsang	3.257	3.480
5	Rangsang Pesisir	17.726	17.860
6	Rangsang Barat	1.937	1.980
7	Merbau	22.192	23.240
8	Pulau Merbau	11.306	11.530
9	Tasik Putri Puyu	30.013	30.280
	Amount	239.086	243.710

Source: (merantikab.bps.go.id, 2020).

The table above shows that when compared to 2018 and 2019, sago production in the Meranti Islands Regency increased by 4.624 tons. Sungai Tohor Village is a village area in Meranti as the best sago-producing village in Indonesia (Raharja, 2016). Sago plantations in the Meranti Islands have also become the primary income source for nearly 20% of

the Meranti people (Paiti, 2017). In general, Sago in Meranti is not a wild forest plant-like in Papua and Maluku. Land boundaries have been agreed upon by the owner and the government. Some farmers who only have a land area of fewer than 20 hectares usually sell sago stalks to the sago refinery (processing factory), and some leave the processing, which is then shared according

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to the agreement with the refinery owner. Besides, sago's benefits can be used as a food source that supports food security, and its nutritional value is not inferior to other food sources such as rice, corn, cassava, and potatoes (Ernawati et al., 2018).

In its use as a food ingredient, sago is believed to have several features, including prebiotics, balancing the microflora, increasing immunity, reducing the risk of colon and lung cancer, reducing obesity, accelerating metabolic processes, and food for people with autism (Paiti, 2017). Then, the Meranti Islands Regency Government has provided support in developing sago as a promising agricultural potential. This was marked by the

construction of the Sago Small and Medium Industry Center (IKM) in Sungai Tohor Village, Tebing Tinggi Timur Subdistrict, which was carefully prepared with direct studies and instructions from the Ministry of Industry of the Republic of Indonesia. Not only that, various kinds of ideas and innovations, such as 369 food variants from processed sago ingredients, have also been displayed in Japan (cakaplah.com, 2019, 03 april 2019). This is done to develop the potential for Meranti sago to support quality local food security. Then found several reasons why the Meranti Islands should support and continue to develop sago as local food material for the local community, namely:

Table 4. The Importance of Sago Development in the Regency of Meranti Islands

No	Supporting Elements	Explanation
1	Peat Region Meranti (60%)	Sago plants have high suitability for wetlands, swamps, and peat.
2	Islands Region Meranti	Saltwater/salt water intrusion makes Sago able to withstand certain salt levels.
3	Local Community Cultivation	Sago has been the cultivation of meranti local communities since the days of the Sri Indrapura Siak Kingdom in Riau Province, and it is crucial to maintain and revive the agriculture, which has now become the 2nd staple food for the community.
4	Potential Market Opportunities	The demand for sago flour by agents/distributors annually becomes a market opportunity for local governments and the community to improve the regional economy.
5	Business Development Potential	Sago has been processed into 369 types of products, such as Sago Noodles, etc. In addition, the use of multi-function sago can create business development for farmers and can also break down people's income.
6	Local Food Availability	With the continued increase in population, it will also have an impact on food needs, and Sago can be used as an alternative to local food in supporting food security in the Meranti Islands.

Source: Researcher's Analysis, 2020.

In the technical system dimension, we analyze two things, namely in the form of information and procedures. First, the capability of Local Government

Organizations in building information channels is carried out by providing information related to institutional activities being tested such as scenarios of location

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arrangement, land use designation, and mapping of transportation and telecommunication network system plans carried out at the beginning and the end of the activity year through the District Food Security Service Meranti Islands, as the leading sector and other Regional Apparatus Organizations (Syamsuadi et al., 2020).

Second, the Regional Government Organization of Meranti Islands Regency, through the Food Security Service and other related Regional Apparatus Organizations, is always involved in efforts to increase productivity targets and production of sago commodities (Paiti, 2017). However, hierarchically, sago management in the Meranti Islands still does not meet Standard Operating Procedures. This can be seen from the many sago processing factories that still dispose of industrial sago waste into rivers and cause local community unrest (Saleh, 2019).

Local Government Capabilities in the Managerial Systems Dimension

Local government organizations' ability to create knowledge for the community and cooperate with an institution is said to be optimal in the implementation process. This can be seen from several local government policies in

the sago development process, namely establishing Meranti as a Sago Cluster following the Medium-Term Development Plan (RPJMD) of the Meranti Islands and in line with the vision and mission of the Meranti Islands Regency vision, namely "Making Meranti Islands Regency an Advanced Commercial Area and Excellence in Civil Society."

Then, the Regional Government of the Meranti Islands Regency has collaborated with various parties to develop sago in the Meranti Islands. The cooperation in question is the collaboration between the Village Government and the Sungai Tohor Village Sago Development Team, Tebing Tinggi Timur District, the Research and Development Agency of the Ministry of Agriculture of the Republic of Indonesia, the Manado Palm Plant Research Agency, The Agency for the Assessment of Technology Application in Jakarta, and Bank Indonesia Representatives in Riau Province in the Sago Cluster program. Besides, support for local community sago development is also budgeted through the central, provincial, and district budgets. The following are details of programs and activities for sago development through the Meranti Islands Forestry and Plantation Service in 2018-2020:

Table 5. Sago Development Program In the Regency of Meranti Islands

No	Programs and Activities	Year	Source of funds
1	Community Plantation Development (Sago)	2018-2019	Regency budget & Provincial Budget
2	Development of Sago Main Plantation (Selat Panjang Meranti Variety)	2018-2019	Sharing & National Budget
3	Identification and Inventory of Sago	2018-2019	Regency budget

	Main Trees in the Context of Release of Varieties		
4	Maintenance of People's Sago Plantation	2018-2019	Provincial Budget & Regency budget
5	Development of Sago Processing Technology in the Regency of Meranti Islands	2018-2019	Regency budget
6	Maintenance of Sago Mother Plantations	2018-2019	Regency budget
7	Sago Seed Procurement	2018-2019	Regency budget
8	Development of Sago Small and Medium Industry Centers in Sungai Tohor Village	2018-2020	Special Allocation Fund through the Ministry of Industry of the Republic of Indonesia

Source: Data is processed from various sources and media, 2020.

Then, Sago has been very synonymous with the local community, besides being a symbol of the Meranti Islands Regency, Sago has also become a symbol of the Selatpanjang City as the capital of the Meranti Islands Regency today. Several stages of harvesting sago

have become a cultural attraction of the community, such as a running competition on sago tree as a show of skill in calculating sago tree that is assembled quickly in the river and bringing Sago to the sago refinery shown in the following figure:

Figure 1. Regional Symbols and Local Cultural Attractions of the Meranti Islands Society



Source: goriau.com

Utilization of sago which has long been cultivated in the life of the Meranti Islands community has produced several local pearls of wisdom aimed at the process of adaptation and integration of internal and external environments, besides, this step is a strategy and capability of the local government in carrying out its main tasks

and functions and following the vision predetermined mission.

Local Government Capabilities in the Dimensions of Value and Norms

Values and Norms are one of the dimensions of organizational capabilities that are an essential part of an organization

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to deal with various problems related to problems within the organization and outside the organization. This dimension has three indicators, namely First, indicators of knowledge structure content that have been running well in the practice of the Regional Government of the Meranti Islands Regency's organizational capabilities. Among them have been delegated to the Forestry and Plantation Service and other Regional Apparatus Organizations related to the agricultural sector. Second, the indicators of gathering knowledge from employees in the organization have been applied

appropriately. The organization's employees who handle sago development in Meranti already understand the vision and mission and its objectives. Third, monitoring employees' knowledge in the Meranti Islands' local government has been adjusted to the organizational management hierarchy. The organization's employees have carried out their primary duties and functions to increase sago commodities production in the Meranti Islands Regency. The following are the achievements of the Meranti Islands regional government performance in sago production in 2015-2019:

Table 6. Performance Achievements in Sago Production In the Years 2015-2019

Production	2015	2016	2017	2018	2019
Sago Plant In the Regency of Meranti Islands	202.062 (Ton)	202.063 (Ton)	205.051 (Ton)	239.086 (Ton)	243.710 (Ton)

Source: (merantikab.bps.go.id, 2020).

Furthermore, in the context of sustainable sago development in the Meranti Islands, the Regional Government has implemented several development strategies, namely:

The government has provided sago as local staple food to the community and as a source of carbohydrate food through the institutional development of Small and Medium Enterprises and the food processing industry.

The government has encouraged the development of micro and medium enterprises in the commodity of sago so that it can develop in a more commercial direction.

The government has collaborated with banks to facilitate middle- and lower-class entrepreneurs in obtaining soft loans

as capital to shift the traditional and straightforward production process towards a technological innovation-based production process. The trading industry in the Meranti Islands Regency also routinely exports wet sago, which is processed into a food industry with more attractive packaging to foreign countries such as Malaysia, Japan, and Singapore.

CONCLUSION

Based on the data previously described, it can conclude that the extraordinary potential of sago in the Meranti Islands Regency is believed to have a significant impact on local food security. However, the facts and data show that local governments' capacity in this regard is still not adequate because it has

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not had a significant impact on lifestyle and community habits to consume sago as a locally based staple food.

Then, even though several dimensions of the local government's capability of the Regency of Meranti Islands in sago development have not been implemented optimally, such as the lack of socialization accommodation in the "One Day with Sago" program, however, in the process, the Government Meranti Islands Regency has shown its seriousness for achieving better capabilities in development sustainable sago. This is based on the support of the central and regional governments to achieve performance in increasing sago production in the Meranti Islands Regency. For example, there has been an increase in sago production in a sustainable manner and the development of a Sago Small and Medium Industry Center in Sungai Tohor Village, Tebing Tinggi Timur Sub-district, Meranti Islands Regency, which has been carefully prepared with studies and directions from the Ministry of Industry of the Republic of Indonesia. Thus, the development of sago in the Meranti Islands Regency is an effort to support regional food security, which must be accompanied by good local government capabilities.

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