

Sustainable Food House Area Program Management (KRPL) in Padang City

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ABSTRACT

This research was motivated by the City of Padang as a pilot project that implemented the Sustainable Food House Area Program in West Sumatra Province. The city of Padang has the most malnourished population and is not yet self-sufficient in food because it meets food needs from outside the region. Behind this, the City of Padang won the Adhikarya Pangan Nusantara. This research was conducted using qualitative methods. The theory used in this study is the management function of H Koontz and O'Donnell which consists of five variables. The results showed that the Management of the Sustainable Food House Area Program in Padang City had not been implemented properly because it had not been implemented in accordance with technical instructions and the Work Plan and Budget Needs. Then the program implementation structure has not been established, which is called the technical team, so that there is a discrepancy with the technical instructions. Then the coordination between the Food Service and the Agriculture Service has not gone well. The honors given to the companion group are not in accordance with the provisions of the technical instructions. In leadership, there is a decrease in the motivation of women's farmer groups when they do not get assistance and there are group leaders who cannot direct members. The implementation of the program has not yet reached the indicators of success, namely the absence of an increase in the expected food pattern..

INTRODUCTION

Food security is the fulfillment of food for the state to individuals. The food security of an area can be seen through an assessment system called the Food Security Index (IKP). The Central Statistics Agency compiles IKP based on aspects of food availability, access, and consumption. The highest IKP winner on the island of Sumatra is West Sumatra Province. The city of Padang as the capital city of West Sumatra Province is ranked sixth in Indonesia on the 2021 Food Security Index.

Behind the high score of Padang City's Food Security Index, Padang City cannot be separated from cases of malnutrition. Padang City has the most malnutrition sufferers in West Sumatra Province. The number of sufferers of malnutrition in Padang City in 2018 amounted to 31 people. The high number of malnutrition in the city of Padang should receive attention from the government of the city of Padang, so that the government of the city of Padang can reduce the number of malnutrition.

The Food Security Agency of West Sumatra Province gave an award in the form of Adhikarya Pangan Nusantara (APN) to encourage community participation in realizing food security. The 2016 West Sumatra APN Award in the Food Security Guidance Category was won by the City of Padang.

In 2017 the City of Padang again won the APN award for the Food Security Trust Category and also won the Community Empowerment Category. ¹This indicates the achievement of the City of Padang in strengthening community food security.

¹ Dinaspangan.sumbarprov.go.id



Limited land resources are a challenge in meeting food needs in the city of Padang.² Mahyeldi Ansharullah as the Mayor of Padang said that "The agricultural land of Padang City is only able to fill 30 percent of food needs, the remaining 70 percent of food commodities must still be supplied from outside Padang."³ agricultural land. Agricultural land in Padang City in 2018 was around 6,475 hectares.⁴ Padang City should have about 21,583 hectares of land in order to meet the overall food needs.

Based on the 2020 Food Availability and Needs Prediction of the Padang City Food Service, Padang City has limited food not only from plants but also animals. The city of Padang, which supplies needs from outside the region, indicates that it is not yet self-sufficient in food. Based on the Regional Regulation of the Province of West Sumatra Number 3 of 2015 concerning Food Self-reliance, each district/city in the Province of West Sumatra is responsible for implementing food self-sufficiency to meet the food availability of the community, households, and individuals. Therefore, the city of Padang should control food self-sufficiency.

The increasing population, limited agricultural land, and land conversion are problems in fulfilling food. The Ministry of Agriculture through the Food Security Agency seeks to control it through the Sustainable Food House Area Program (KRPL). The KRPL program is based on the Decree of the Minister of Agriculture of the Republic of Indonesia Number 62/Kpts/RC.110/J/12/2017 concerning Technical Guidelines for Optimizing the Utilization of Yard Land through Sustainable Food House Areas. The KRPL program is the answer to Government Regulation Number 17 of 2015 concerning Food Security and Nutrition. In Article 26 there are efforts to diversify food which are carried out through the use of yard land.⁵

The KRPL program is a national program that was started in 2010. West Sumatra has implemented the KRPL program since 2011 which currently has spread to 19 districts/cities.⁶ In 2011 there were three areas that became pilots for the implementation of the KRPL Program in West Sumatra Province, namely Tarantang Village, Padang City, Payobasung Village, Payakumbuh City, and Talawi Mudiak Village, Sawahlunto City.⁷

Based on the 2018 KRPL Technical Guidelines, the KRPL Program is implemented by the KRPL Technical Team formed by the agency/agency that administers food security affairs. The agency/agency that organizes food security affairs in the City of Padang is the Padang City Food Service so that it is the *leading sector* and the one that forms the KRPL Program Technical Team is the Padang City Food Service. The technical team consists of city facilitators and group facilitators. The group assistants come from the Agriculture Service, especially in the Agricultural Extension Sector whose task is to assist the target of the KRPL Program, namely the women farmer group. City assistants come from the Food Service.

Based on the KRPL Technical Guidelines, the source of funding for women farmer groups comes from the APBN and APBD which are differentiated based on the stages of the KRPL Program.

The amount of budget allocated to implement the KRPL Program is different each year. Years requiring a larger number of members receive greater assistance. The difference in financing can be seen in the following table:

Table 1. Padang City KRPL Program Financing 2012-2020

Year	Budget
2012	Rp. 16,000,000
2013	Rp. 47,000,000
2014	Rp. 14,000,000
2015	Rp. 15,000,000
2016	Rp. 15,000,000
2017	Rp. 15,000,000
2018	Rp. 50,000,000
2019	Rp. 50,000,000

² Padang City Sustainable Food House Area Flyer

³ Harianhaluan.com Accessed from <https://www-harianhaluan-com.cdn.ampproject.org/> (Published on 7 March 2017)

⁴ Dinaspertanian.padang.go.id

⁵ 2018 KRPL Technical Guidelines, p. 1.

⁶ Dinaspangan.sumbarpov.go.id

⁷ Akmal Halim, Implementation of the Sustainable Food House Area Program in the City of Padang, *Thesis*, 2019, p. 9.

2020 Rp. 65,000,000

 Source: Padang City Food Service 2020

Gambar 1 Keterkaitan NIK dalam KTP sebagai *Single Identity Number*

Based on Table 1, it can be seen that the funds given each year are not the same. In 2018 there was a larger increase in the budget than the previous year, which amounted to Rp. 50,000,000. Seeing this, the researcher assumes that the government has seriousness in implementing the KRPL Program. Therefore, researchers are interested in knowing more about the 2018 KRPL Program.

In 2018 there were four groups who received the benefits of the KRPL Program. The women farmer groups that implemented the KRPL Program in 2018 can be seen in Table 5 below:

Table 2. Group of Women Farmers in 2018

No	Group name	Ward	Subdistrict
1	Cambodian KWT	Long Koto Ikua Koto	Koto Tengah
2	KWT Village Head Saiyo	Koto	Pauh
3	KWTBukit Gado-Gado Indah	Gado-Gado . Hill	South Field
4	KWT Pasubar Saiyo	South Kabung Bay	Wrap the Bay of Mourning

Source: Final Report on Optimization of Yard Land Utilization through Sustainable Food Houses (KRPL) in 2018

Based on Table 2, it can be seen that there are four groups of women farmers who started implementing the KRPL Program in 2018. The groups of women farmers who implemented the KRPL Program in 2018 came from different sub-districts. Thus the development of the KRPL Program does not focus on the same area.

A study that discusses the Food House Area Program Sustainable (KRPL) has been carried out with many different focuses and loci. Previous studies have focused on how women farmer groups implement the Disaster Resilient Village Program. A study conducted by Erma Kusumaningsih saw that the implementation of the KRPL Program in Semarang City was 89% (eight ninety-nine percent) has an influence on improving the household economy. The KRPL program can be consumed by itself and contribute to reducing food expenditure. Then, Desi Nafilah's study entitled Policy Implementation of the Sustainable Food House Area Program (KRPL) in Improving Community Welfare saw that the KRPL Group had a high participation in implementing the KRPL Program, but their understanding of production technology was still low. While mentoring and training for the KRPL group is rarely done, so the KRPL group tries to find information through fellow KRPL members and the internet.

In contrast to previous research , research This focus focuses more on actors implementing the program, namely group facilitators and city facilitators in carrying out the planning, organizing, target group setting, leadership, and controlling processes. This thing because there is obstacles in programs like the difficulty To do coordination between actor, drop motivation group woman farmer, as well not yet achievement indicator success so that researcher more focus to program management. John F Mee argues that management is the art of making minimal efforts for maximum results. The concept of management was born as a consequence of the imbalance between technical development and social skills.⁸

Based on the phenomena that the researchers have described, the researchers are interested in examining more deeply how the Sustainable Food House Area Program Management in Padang City is, so that the formulation of the problem in this study is How to Manage Sustainable Food House Area Program (KRPL) in Padang City?

⁸ Siswanto, Introduction to Management, Earth Literacy, Jakarta, 2013, p. 1.

METHOD

The study entitled Management of the Sustainable Food House Area Program (KRPL) in the City of Padang used qualitative research methods that were used to describe, describe, and systematically explain the Management of the Sustainable Food House Area Program (KRPL) in the City of Padang so that data and information related to research problems can be obtained. easily described and well explained. The type of qualitative research in this study is phenomenology which is a reality or phenomenon to certain subjects from one another because they have different perceptions of a phenomenon. Data was collected through interviews and documentation. Researchers conduct interviews with technique election informant *purposive sampling* . In this study, the use of documents as secondary data to strengthen the information obtained through interview techniques. The documentation obtained related to this research is the Final Report on the Optimization of Yard Land Utilization through the Sustainable Food House Area (KRPL) in 2018, the 2018 KRPL Technical Instructions, the Accountability Report for the Utilization of Government Assistance Funds from the Saiyo Village Head KWT, and the Saiyo Village Head KRPL Final Report.

RESULTS AND DISCUSSION

The Sustainable Food House Area Program in Padang City will be analyzed using management function theory to see how the process of achieving its goals with and through other people will be carried out in several stages, namely planning, organizing, compiling members, leadership, and controlling.

1. Planning

According to H Koontz and O'Donnell, planning is the function of a manager related to choosing goals, policies, procedures, programs, from the alternatives. The Ministry of Agriculture has planned the KRPL Program since 2009 with set program goals for create role as well as in utilise yard and increase diversity consumption food. Destination Regional Program implementation House Sustainable Food in Padang City is in line with set goals by Ministry Agriculture because the city of Padang has independence fulfillment food as well as have case nutrition bad mostly in West Sumatra.

The Padang City Food Service as the *leading sector* does not form policies in the implementation of the KRPL Program in the City of Padang and only guided by the policies set by the center in the form of the Decree of the Minister of Agriculture of the Republic of Indonesia Number 62/Kpts/RC.110/J/12/2017 concerning Technical Guidelines for Optimizing the Utilization of Yard Land through Sustainable Food House Areas in 2018.

Good planning must have clear goals, be objective, rational, and challenging enough to be fought for and used as guidelines for action⁹. The Padang City Food Service as the *leading sector* has carried out a planning process in the form of setting program targets, namely women's farmer groups through the CP/CL process. Planning for the Sustainable Food House Area Program in Padang City has obstacles in the form of no providing assistance to group woman farmer at the level of independence as set _ in Instruction Technical . Then it was found a group of women farmers who did not implement the program based on RKKA (Activity Plan and Budget Requirements) so that the women farmer group cannot continue to work development stage.

2. Organizing

According to H Koontz and O'Donnell, organizing includes determining the classification of activities needed for organizational goals, grouping activities into a section led by a manager and delegating authority to carry it out.¹⁰The KRPL program has five activity components in which each group facilitator plays a role in assisting women farmer groups in each activity. Based on the KRPL Technical Guidelines, the activities to be carried out consist of:

1. Establishment and management of nursery
2. Demonstration development
3. Member yard development

⁹ Malay SP Hasibuan., *op.cit.*, hlm. 111

¹⁰Ibid., p. 119.

4. School garden development
5. B2SA concept

The Sustainable Food House Area Program is a program implemented by the KRPL technical team formed by the Padang City Food Service. The KRPL Technical Team has tasks that have been set by the Ministry of Agriculture and has a decree issued by the Padang City Food Service. Based on the KRPL Technical Guidelines, the Regional Apparatus Organization of the Food Service that handles food security forms an organizational structure that is in accordance with the needs, but the Padang City Food Service as the person in charge of the KRPL Program in Padang City does not form a technical team structure.

Efforts to realize the objectives of the KRPL Program include grouping activities based on stages. Based on the 2018 KRPL Technical Guidelines, the stages of the KRPL Program are:

1. Growth Stage, activities:
 - a. Making a nursery
 - b. Making a group demonstration plot as a field laboratory
 - c. Member's yard development
 - d. School garden construction
 - e. Processing of yard products with the B2SA concept
 - f. Accompaniment
2. Development Phase, activities:
 - a. Nursery development
 - b. Group demonstration plot development
 - c. New member yard development
 - d. School garden development
 - e. School garden processing
 - f. Accompaniment
3. Independence Stage, activities:

Continuing activities that are in the development stage

Through the KRPL Technical Instructions contained in the Decree of the Minister of Agriculture of the Republic of Indonesia Number 62/Kpts/RC.110/J/12/2017 concerning Technical Guidelines for Optimizing the Utilization of Yard Land through Sustainable Food House Areas in 2018 shows that there is a delegation of authority from the Ministry of Agriculture to the agency. the agency responsible for food security in the region. This makes the Padang City Food Service the *leading sector* of the KRPL program in the city of Padang.

As stated in the KRPL Technical Guidelines, the agency or institution responsible for the KRPL Program in the region forms a technical team. The technical team as an extension of the Padang City Food Service in implementing the KRPL Program. Thus, it can be seen that there is a delegation of authority from the Padang City Food Service to the KRPL Technical Team.

The technical team consists of city facilitators and group facilitators. In the KRPL Program there is coordination carried out by City Facilitators and Group Facilitators. Coordination is carried out directly and indirectly. Indirect coordination is carried out in the form of assignment letters and meeting invitations. Direct coordination is carried out in the form of meetings. The Food Service has difficulties in coordinating with the Agriculture Service because it has different OPDs, so the Agriculture Service has the main task at the Agricultural Extension Center.

H Koontz and O'Donnell stated that organizing is an effort made to achieve a working relationship in achieving a common goal. Based on the organization according to H Koontz and O'Donnell, the process of organizing the Sustainable Food House Area Program in Padang City has been carried out by the Food Service in the form of forming a technical team through the Decree of the Head of the Food Service. Then the Food Service coordinates with the Agriculture Service and delegates authority to the technical team to implement the KRPL Program. However, the process of organizing the KRPL Program in Padang City has several obstacles. The Food Service did not make a technical team structure, so there was a discrepancy with the technical instructions. Then the problem lies in the

Food Service which has difficulty coordinating with group facilitators because they come from different OPDs. The group assistants have tupoksi at the Department of Agriculture and they prioritize their tupoksi at the Department of Agriculture.

3. Staffing

According to H Koontz and O'Donnell the arrangement of members is filling positions in the organizational structure.¹¹The arrangement of members aims so that an activity has members who carry out so that the goals that have been set are achieved. The composition of members is very important for leaders because it can determine the success and failure of the organization. The process of determining position requirements and assessing positions in the Sustainable Food House Area Program is carried out by the Ministry of Agriculture. The requirements that must be met by prospective women farmer groups and group assistants are stated in the KRPL Technical Guidelines.

The skills and skills of group facilitators can support the process of implementing the KRPL Program. Technical skills in the Agricultural Sector are required in the KRPL Program because the activities that will be carried out by women farmer groups are related to the Agricultural Sector. One of the requirements to become a group companion is to have technical ability in agriculture. This indicates that there is conformity with the technical guidelines in determining group companions.

Determination of requirements is not only found in group assistants, but also in the determination of city assistants. Based on the KRPL Technical Guidelines, city assistants are civil servants extension officers or officers who handle KRPL activities in districts/cities. Based on the Decree of the Head of the Padang City Food Service Number 526/31/Kpsts/OPP-DP/2018, the Head of the Food Consumption Diversification Section of the Padang City Food Service was appointed as a city companion. Thus, the determination of the city companion is in accordance with what has been set in the KRPL Technical Instructions.

In the KRPL Program there is a selection process to determine groups of women farmers who will receive the benefits of the KRPL Program. The selection was carried out by the Padang City Food Service. Selection is done through the process of Candidate Recipients/Prospective Locations (CP/CL). Prior to CP/CL, KWT prepares administration, management, and group attendance during CP/CL. The selection process looks at the identity of the group which consists of the name of the group, the name of the chairman, secretary, cellphone number, and the number of members.

After determining the group of women farmers who will carry out the KRPL Program, there is a briefing. Directions in the form of procedures, rules, and program implementation instructions given to women farmer groups in implementing the KRPL Program. The briefing is carried out through socialization by inviting resource persons from the Department of Agriculture.

According to H Koontz and O'Donnell, the arrangement of members aims for an activity to have members who carry out so that the goals set have been achieved. The process of compiling members in the KRPL Program is in the form of determining group assistants and women farmer groups carried out by the Food Service. Based on the explanation above, the preparation of members in the KRPL Program in Padang City has not run optimally. This is because there are problems with group assistants getting honorariums that exceed those determined by the KRPL Technical Guidelines so that there are discrepancies in the provisions of the Ministry of Agriculture.

4. Leadership

According to H Koontz and O' Donnell, leadership is a process to influence others so that they will be moved with joy and enthusiasm so that organizational goals are achieved. In the implementation of the KRPL Program, the Food Service as the *leading sector* does not give awards or sanctions to women farmer groups. The motivation given to women farmer groups is in the form of support and direction regarding the benefits of the KRPL Program. The motivation is given by the head of service, group assistant, and city assistant. Thus, each implementor provides motivation to women farmer groups.

¹¹ H Koontz and O'Donnell, Management, Erlangga, Jakarta, 1984, p. 3.

The Head of the Food Consumption Diversification Section as well as the city assistant directs women farmer groups directly to actively implement the KRPL Program. City assistants carry out supervision as a form of direction and review given to women farmer groups. Supervision is carried out by holding a meeting of city assistants with women's farmer groups to find out the development of women's farmer groups.

According to H Koontz and O'Donnell, leadership is a process of influencing people so that they will try to achieve group goals with willingness and enthusiasm. ¹²In the KRPL Program there is a leadership process carried out by the Food Service in the form of motivation given to group companions in the form of assistance and direction in carrying out activities. Then the leadership process carried out by the Food Service is in the form of supervision which is carried out once a month for groups of women farmers. The leadership in the KRPL Program has not been going well due to the low spirit of the group carrying out activities when no assistance is provided. Then there is the obstacle, namely the head of the women farmer group who cannot influence the members.

5. Controlling

According to H Koontz and O'Donnell, control is measuring and correcting the activities of subordinates so that the plans that have been made to achieve goals can be achieved. ¹³According to H Koontz and O'Donnell, standards are criteria for measuring work performance to provide signs of developments that occur in an organization without having to be monitored every step of the process for implementing the plans that have been set. ¹⁴The standards set by the Ministry of Agriculture to measure the success of the KRPL Program can be seen from three indicators. The *output* indicator is the number of KRPL groups, while the *outcome indicator* is the increasing frequency of consumption of vegetables, fruit, and animal protein in the female farmer group. Then the benefit indicator is the increase in the PPH score.

Efforts to realize *outcome indicators* , the Food Service coordinates with assistants to make data on vegetable consumption for women farmer groups. The women's group eats vegetables twice a day. Thus the *outcome indicator* can achieve its success. Then there is an *output indicator* , namely the increasing number of women farmer groups. Women farmer groups in Padang City are increasing every year, this can be seen in Table 3 below:

Table 3 . Number of Women Farmer Groups

Year	Number of Groups	Number of Districts
2016	67	10
2017	72	11
2018	80	11
2019	86	11
2020	88	11

Source: Padang City Food Service

Based on Table 3 , it can be seen that there was an increase in the number of women farmer groups. An increase in the number of groups indicates an increase in the participation of women farmer groups. Increasing the number of women farmer groups has become the standard for success of the KRPL Program on *output indicators*. Thus the *output indicators* for the implementation of the KRPL Program can be achieved.

The success of the benefits indicator can be seen in the improvement of the Hope Food Pattern (PPH). PPH is an arrangement of food diversity based on the energy contribution of the main food groups on the level and availability of food. Padang City PPH does not have an increase every year, which can be seen in Table 4 below:

¹² H Koontz and O'Donnell, *Management*, Erlangga, Jakarta, 1986, p. 147.

¹³ H Koontz and O'Donnell, *Eight Edition Management* , McGraw-Hill, New York, 1984, p. 65.

¹⁴ *Ibid.*, p. 197.

Table 4. Hope Food Pattern Padang City

No	Year	PPH Score
1	2016	86.4
2	2017	90.3
3	2018	85.7
4	2019	84.3

Source: Research Results Based on Susenas Data for Padang City 2016-2019

Based on Table 4, it can be seen that the PPH of Padang City increased in 2017 which amounted to 90.3. In 2018 and 2019 there was a decline with scores of 85.7 and 84.3. Thus, indicators measuring work performance have not run optimally because there is a failure in the benefits indicator.

According to H Koontz and O'Donnell, control aims to measure activities and take actions that ensure plans are being implemented. The control process in the Sustainable Food House Area Program in Padang City has not run optimally. This is because there is a failure to achieve success on the benefits indicator. Then there is no assignment to implementers to measure success indicators, so there is no concrete effort to correct failures in achieving the success of the KRPL Program.

CONCLUSION

Based on the findings that the researchers did related to the Sustainable Food House Area Program Management in the city of Padang, it has not been going well. This is because there are obstacles in the process of planning, organizing, compiling members, leadership, and controlling. Constraints that occur are that there is an allocation of assistance and honorarium that is not in accordance with technical instructions, groups of women farmers who do not follow procedures, obstacles for implementers to coordinate, low motivation of women farmer groups to carry out activities when there is no assistance, and there is no assessment and improvement of failure indicators. the success of the KRPL Program. The researcher concludes that the KRPL Program in Padang City has been able to achieve its goal of increasing community awareness, role, and participation in providing food and nutrition sources, but the KRPL Program which has been implemented for ten years and has 88 women farmer groups in 2020 has not run optimally because it does not work properly. improve the food security of Padang City. This can be seen from the city of Padang which still supplies food needs from outside the region and has the most cases of malnutrition in West Sumatra Province.

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