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# OPTIMIZATION OF SUSTAINABLE PADDY AGRIBUSINESS DEVELOPMENT IN SANGGAU REGENCY, WEST KALIMANTAN PROVINCE

**Roza Dewi Tambunan[1*], Nurliza[2], Eva Dolorosa[2]**

[1]Food Security, Food Crops, Horticulture and Fisheries Office of Sanggau Regency
[2]Magister of Agribusiness, Faculty of Agriculture, Tanjungpura University
Jl. Prof. Dr. Hadari Nawawi, Bansir Laut, Pontianak 785115, Kalimantan Barat, Indonesia
*Corresponding author: rozadewi3@gmail.com

***Abstrak:*** *Tujuan penelitian adalah merumuskan strategi pengembangan agribisnis padi di Kabupaten Sanggau dengan menggunakan analisis SWOT terhadap 8 orang responden yang dianggap sebagai expert (ahli). Hasil analisis menunjukkan bahwa kekuatan dalam merumuskan strategi adalah adanya Peraturan Daerah (Perda); Kelemahannya adalah rendahnya sikap, keterampilan, dan pengetahuan petani; Peluangnya adalah dinas memfasilitasi petani atau kelompok tani yang ingin menjual hasil panen; ancamannya adalah keadaan iklim. Alternatif strategi yang dapat diambil adalah meningkatkan luas tanam padi dan produksi, mengembangkan pasar di wilayah perbatasan serta melakukan sinergi antara petani, pengusaha dan pemerintah.*

***Kata kunci****: agribisnis, padi, SWOT*

**Abstract:** This study aimed to formulate a strategy for developing paddy agribusiness in Sanggau Regency West Kalimantan using a SWOT analysis of 8 respondents who were considered experts. The results of the analysis show that the strengths in formulating a strategy are the existence of a Regional Regulation (Perda); The disadvantages are the low ability, skills, and knowledge of farmers; The opportunity is that the government facilitates farmers or farmer groups who want to sell their crops; the threat is the climate. An alternative strategy that can be taken is to increase the rice planting area and production, develop markets in the border region and the outside regency, and create synergies between farmers, entrepreneurs, and the government.

**Keywords**: agribusiness, paddy, SWOT

## INTRODUCTION

Rice is the current agricultural subsector that many farmers are cultivating as a national food supplier. Rice is one of the national foodstuffs that has become most Indonesians' staple food (Budianto, 2002). In addition, in Indonesia, rice is a source of staple food commodities based on 2013 Susenas (The National Socioeconomic Survey) data, as well as being the lifeblood of 17.72 million farmer households (BPS/ Central Agency on Statistics, 2017). Thus, the issue of sustainability in rice farming is essential to the public's attention (Maryono, 2018).

As a technical agency, the Department of Food Security, Horticultural Food Crops, and Fisheries of Sanggau Regency has set a vision for agricultural development efforts, namely: "Realizing Sustainable and Competitive Agriculture in Sanggau Regency". This vision is described in four mission points. However, two points are closely related to the development of commodity agribusiness, namely: seeking to increase productivity, production, quality, and access to information on agricultural and fishery products; and realizing the development of a reliable food security system based on regional characteristics to ensure adequate, nutritious and affordable food availability. In line with population growth, the need for rice in 2005-2025 is projected to continue to increase. If in

2005 the demand for rice was equivalent to 52.8 million tons of milled dry unhulled rice (GKG), in 2025, the demand of projected to be 65.9 million tons of GKG. Efforts to increase rice production to maintain self-sufficiency until 2025 require an investment of Rp. 85.4 trillion for the development and expansion of technology adoption (varieties and cultivation approaches). Government policy support for paddy agribusiness actors, both community (farmers) and the private sector, will accelerate efforts to increase investment (Sugarda et al., 2008).

The main challenge for the food crop sector is how to make efforts to meet the needs of national rice consumption from domestic production. Consumption of rice continues to increase in line with the increase in population. Meanwhile, efforts to diversify staple foods (sources of carbohydrates) have not yielded the expected results. Meanwhile, shifting rice production land to develop other more competitive commodities will threaten food security in Sanggau Regency. The large rice field area in Sanggau Regency is still experiencing many problems, including unstable rice production in Sanggau Regency due to several obstacles, including the high attack of the main crop pests; flooding and drought; post-harvest processing techniques are not yet optimal, thus affecting the quantity and quality of production; location-specific technology has not been implemented entirely and sustainably. Another problem is the limited agricultural infrastructure, such as irrigation and farm roads.

This study aims at knowing and identifying internal and external environmental factors that affect the development of rice agribusiness, formulating alternative strategies for agribusiness development of rice So that it can be recommended as material for consideration and input for the Sanggau Regency Government. This strategy is formulated by evaluating rice agribusiness's internal and external environment. Formulating a sustainable paddy agribusiness development strategy is an effective way to accelerate the achievement of the stated goals. With the formulation of a strategy, the weaknesses and strengths can be determined and see opportunities and threats that may occur. Furthermore, to choose an alternative strategy, a SWOT analysis is used. Analysis of the strengths- weaknesses- opportunities- threats (SWOT) is one of the analytical tools that can determine the strategy of an organization, where the SWOT analysis can describe a business in an internal context on the strengths and weaknesses and the external context of the business on the opportunities and threats side and with analysis. SWOT will help researchers and planners identify and prioritize the objectives of an enterprise (Pearce and Robinson, 1997; Valentin, 2005; Ommani, 2011).

## RESEARCH METHODOLOGY

The research was conducted from April to May 2019 in the Balai District of Sanggau Regency as one of the centers of rice development in Sanggau Regency and is strategically located close to the provincial capital and the Sarawak border. Furthermore, the sampling technique used is the purposive sampling technique, and the respondents consisted of 8 people, including three people from the government, one person from the producer, one person from the consumer, one person from the supplier, one person from the competitor, and one person from the trader.

The data and information obtained were processed and analyzed qualitatively and quantitatively. The data is processed qualitatively to explain internal factors (strengths and weaknesses) and external factors (opportunities and threats) in the development of rice agribusiness in the Sanggau Regency. Quantitative analysis is conducted to analyze the internal and external environment, including the competitive situation, manifested in the External Factor Evaluation (EFE) matrix and the Internal Factor Evaluation (IFE) matrix. Furthermore, the SWOT matrix explains the strengths, weaknesses, opportunities, and threats in developing rice agribusiness in the Sanggau Regency. However, before doing data analysis, the data obtained will be tested with validity and reliability tests first using the IBM SPSS software.

## RESULT AND DISCUSSION

Data on internal and external strategic factors that have been formulated and obtained from

experts before being identified will be tested for validity and reliability to ensure that the formulated data is compatible. Based on the reliability test result of internal and external factors, it was obtained that the Cronbach's Alpha value was 0,984, more significant than 0,7, meaning that all items were reliable and all tests consistently had strong reliability. Furthermore, the validity test was carried out, and 18 variable items had a calculated r value >r table 5% (0,396).

**Identification of Internal Factors Evaluation (IFE) and External Factors Evaluation (EFE)**

The results of identifying internal and external strategic factors are presented in table 1 and table 2.

From Table 1, the weight and rating analysis are conducted on the Internal Factors Evaluation (IFE) and External Factors Evaluation (EFE) as in Table 2.

Table 1. Formulation of internal strategic factors

| **Strength** | |
|---|---|
| | Reason |
| 1. Sanggau has a strategic position | 1. Sanggau is close to the Sarawak border area of Malaysia and three districts, so marketing is very open both locally and internationally |
| 2. Sufficient land availability | 2. In addition to the existing paddy fields, Sanggau has also received a new paddy field printing program in recent years. More land areas are expected to increase the number of planting and production areas. |
| 3. Sanggau Regency Regional Regulation Number 2 of 2015 concerning the Protection of Sustainable Food Land | 3. It aims to protect the area and land for food agriculture in a sustainable manner, realize self-reliance, food security and food sovereignty, protect the ownership of agricultural food land owned by farmers, increase prosperity and welfare of farmers, increase protection and empowerment and realize agricultural revitalization. |
| 4. Facilities and infrastructure for farming are available | 4. The number of government programs in agriculture that provide production facilities ranging from seeds, and fertilizers to agricultural machinery for processing to harvesting. |
| 5. Availability of field extension officers in almost every village | 5. It helps to increase attitudes, skills, and knowledge of farmers about cultivation techniques and the application of technology to increase production |
| **Weakness** | |
| | Reason |
| 1. Low Farmers' resources | 1. The low farmers' education level affects farmers' attitudes, skills and knowledge to improve their farming patterns towards agribusiness. The pattern of farming tends to be sufficient for family food needs only. |
| 2. Weak product competitiveness | 2. The quality of grain and rice produced is not optimal. The water content of unhulled rice tends to be not up to standard, so the rice produced is not highly competitive. |
| 3. Inadequate irrigation and farm roads facilities | 3. Irrigation facilities are needed for irrigation in paddy fields. Farming roads are needed for Alsintan to enter the land and the process of transporting crops. There are still many paddy fields that require the availability of farm roads. |
| 4. Lack of market information to farmers | 4. Low knowledge and skills of farmers in marketing their agricultural products. |
| 5. High use of chemicals | 5. The high use of chemical pesticides and fertilizers by farmers |
| 6. The government standard price through BULOG (The Indonesia Logistics Bureau) is less attractive to farmers | |

| **Opportunity** | |
|---|---|
| | Reason |
| 1. The agency facilitates farmers or farmer groups who want to sell their crops. | 1. The agency has helped market rice produced by farmers to the public several times with the bazaar technique at the Dinas, promotion on social media and others. |
| 2. With the SerGab (Serap Gabah/ grain absorb) program, Bulog The Indonesia Logistics Bureau is ready to buy products from farmers. | 2. To solve the problem of selling, Bulog is ready to accommodate farmers' produce but at a price set by the government. |
| 3. There is a market opportunity because it is close to the border area. | 3. International marketing is quite open. Sanggau once held a rice launch in a sub-district close to the border. |

| **Threat** | |
|---|---|
| | Reason |
| 1. Many foreign products with good quality and competitive prices | 1. Forced to participate in adjusting the price of products from outside, even though it has not covered production costs |
| 2. Climate State | 2. Climate Change and issues of natural disasters that occurred in Indonesia. The current uncertain weather conditions should be a threat to be reckoned. |
| 3. Change of Land Function | 3. There is a land conversion from agriculture to non-agriculture, so the productive land is getting smaller. |
| 4. Low interest of younger generation in agriculture | 4. An assumption is that working in agriculture, especially rice farming, is less promising than in other farming businesses. |
| 5. The existence of a food product diversification program | 5. The existence of a food diversification program does not only consume rice. |
| 6. Increase in input prices | 6. The prices of inputs such as seeds, fertilizers, and pesticides fluctuate |
| 7. Pests and Diseases | 7. The existence of attacks of pests and diseases |

Source: Primary Data Analysis, 2019

Table 2. Internal Factors Evaluation (IFE) and External Factors Evaluation (EFE) Matrix

| Critical Succes Factor | Quality | Rating | Quality score |
|---|---|---|---|
| Internal Strategic Factors | | | |
| **Strength:** | | | |
| 1. Strategic position | 0,106 | 3 | 0,32 |
| 2. The land is quite wide | 0,097 | 2 | 0,19 |
| 3. The existence of local government regulations | 0,118 | 4 | 0,47 |
| 4. Availability of Production Facilities | 0,100 | 3 | 0,30 |
| 5. Field extension agents in almost every village | 0,093 | 1 | 0,09 |
| **Weakness:** | | | |
| 1. low resource of farmers | 0,106 | 3 | 0,32 |
| 2. Weak product competitiveness | 0,093 | 1 | 0,09 |
| 3. Inadequate Irrigation Facilities and Farming Roads | 0,093 | 1 | 0,09 |
| 4. Lack of market information to farmers | 0,097 | 2 | 0,19 |
| 5. The government standard price through BULOG is less attractive to farmers | 0,097 | 2 | 0,19 |
| Total | 1,00 | | 2,27 |

| External Strategic Factor | | | |
|---|---|---|---|
| **Opportunity:** | | | |
| 1. The agency facilitates farmers or farmer groups who want to sell their crops | 0,129 | 3 | 0,39 |
| 2. With the SerGab (Serap Gabah) program, Bulog is ready to buy products from farmers | 0,117 | 1 | 0,12 |
| 3. There is a market opportunity because it is close to the border area | 0,125 | 2 | 0,25 |
| **Threat:** | | | |
| 1. Many foreign products with good quality and competitive prices | 0,125 | 2 | 0,25 |
| 2. There is an attack of plant pests | 0,125 | 2 | 0,25 |
| 3. Lack of interest of young generation in agriculture | 0,117 | 1 | 0,12 |
| 4. The change in Land Functions | 0,121 | 2 | 0,24 |
| 5. Climate situation | 0,141 | 4 | 0,56 |
| Total | 1,00 | | 2,18 |

Source: Primary Data Analysis, 2019

The results showed that the most influencing factor of strength is the existence of local regulations. The existence of regional regulations like PERDA Sanggau No 2, 2015 aims to protect the area and land of agricultural food sustainably, realize self-reliance, food security and food sovereignty, protect the ownership of agricultural food land owned by farmers, increase the welfare and welfare of farmers and the community, increase the protection and empowerment of farmers, increase employment opportunities for a decent life, maintain ecological balance, and realize agricultural revitalization.

The Regional Government of Sanggau Regency is expected to contribute to the budget through the APBD seriously and continuously in developing the agribusiness of rice because without budget support, it will certainly hinder the development of rice agribusiness. Government subsidies are needed in the form of financial assistance to increase human resources in cooperative business management and members' economic participation, especially in fulfilling farmer group obligations (Rianse et al., 2013). The success of agribusiness, which is based on implementing government policies that have become a written commitment in the laws and regulations regarding the development of agriculture or agribusiness, will be an impetus or stimulus for agribusiness actors, such as farmers or entrepreneurs (Ambasari et al. 2015). With the support of the Regional Government through the Food Security, Food Crops, Horticulture and Fisheries Service (DKPTPHP), it is hoped that the problems of infrastructure and infrastructure faced by farmers, and farmer's groups, join farmer's groups will be resolved. High-quality rice production will be achieved (Syahrizal et al., 2013).

The main weakness in developing rice agribusiness in Sanggau Regency is the low resources of farmers. The low level of farmer education affects farmers' attitudes, skills and knowledge to improve their farming patterns towards agribusiness. Farming patterns tend to meet family food needs only. One of the efforts to solve this problem is to provide training and teaching to all farmers through agricultural extension (Puspitasari et al., 2013). Farmers are the main actors in agricultural business in agricultural development, so there is a need for activities that aim to increase knowledge/ human resources. It will make farmers can apply them well in line with current technological developments. The materials for improving the human resources of farmers in the area include self-development training, Integrated Plant Management Field School (SL-PTT), and Bimtek (technical guidance (Syahrizal et al. 2013).

A good opportunity factor in developing rice agribusiness in Sanggau District is DKPTPHP as a related agency facilitating farmers or farmer groups who want to sell their crops. Guarantee and protection of rice prices can also be through modern village barns

(LDM), where the function of this modern village barn is a guarantee of rice prices, namely by accommodating unhulled rice at harvest time because the price is low so that the supply of grain outside will decrease causing the price will be stable. Sales of grain after the main harvest so that the supply of unhulled rice will increase and the price of grain will be stable or not soar too high (Jumna, 2015). The government recommends that rice marketing be carried out through Cooperative Business Entities through the Rice Farmer Group and partnerships with third parties such as supermarkets. A cooperative is a business entity with legal power. It has high bargaining power, especially in determining prices for third parties, because product marketing based on cooperative prices is more profitable than market prices (Rianse (2013). Purnaningsih and Sugihen (2008) state that the involvement of farmers in partnership patterns is proven to change the use of technology to affect income.

Climate conditions are the primary threat factor in developing rice agribusiness in Sanggau Regency. The current uncertain weather conditions in Indonesia are a threat to be reckoned with, as with Sanggau Regency. Efforts that can be made include the anticipation of adjusting planting times with changes in weather such as rainfall patterns and dry seasons ~~and~~ the addition or improvement of agricultural facilities and infrastructure, especially irrigation systems and reservoirs. Climate change and natural disasters threaten agricultural development because agriculture is very vulnerable to the impacts of climate change with an indication of a high level of danger in decreasing production (Ruminta et al. al., 2018). It is feared that climate change can affect agricultural sustainability because it has negative impacts on agriculture, such as decreasing agricultural productivity and production, degradation of agricultural land resources and water availability which results in reduced soil fertility, variability and climate change that results in flooding and drought, and conversion of functions and fragmentation of agricultural land (Nurhayanti and Nugroho, 2016).

**Alternative Strategies for Rice Agribusiness Development**

The decision-making process is carried out using a SWOT analysis to compare the strengths and weaknesses in the internal environment and the opportunities and threats in the external environment, as presented in the following matrix.

The data processing results in Table 3 determine the priority aspects regarding which aspects should be improved or developed for rice development in Sanggau Regency. The choice of strategy is described descriptively based on the options of S-O, W-O, S-T, and W-T, so the strategy is chosen and becomes a priority is an S-O strategy. S-O strategy or opportunity strength strategy is a strategy that uses internal strength to take advantage of external opportunities. The S-O strategy is further described as follows.

Table 3. SWOT Matrix

| **Internal** / **External** | ***Strength*** | **Weakness** |
|---|---|---|
| | 1. Strategic position (0.32)<br>2. The extent of land availability t (0.19)<br>3. The existence of local regulations (0.47)<br>4. Availability of production facilities (0.30)<br>5. Field extension agents in almost every village (0.09) | 1. Low resources for farmers (0.32)<br>2. Weak product competitiveness (0.09)<br>3. Inadequate Irrigation Facilities and Farming Roads (0.09)<br>4. Lack of market information to farmers (0.19)<br>5. Standard government prices through Bulog are less attractive to farmers (0.19) |

| *Opportunity* | Strategy SO | Strategy WO |
|---|---|---|
| 1. The agency facilitates farmers or farmer groups who want to sell their crops (0.39)<br>2. With the SerGab (Serap Gabah/ absorb gran) program, Bulog is ready to buy farmers' products (0.12)<br>3. There are open market opportunities because it is close to the border area (0.25) | 1. Increase the planted area and production<br>2. Developing markets to border areas and outside the district<br>3. The synergy between farmers, entrepreneurs and the government | 1. Utilizing extension services as a means of exchanging information with farmers regarding transportation facilities and market information<br>2. Improve farming facilities, especially irrigation systems and farming roads, to increase production and facilitate the transportation of crops |
| ***Threats*** | **Strategy ST** | **Strategy WT** |
| 1. Many foreign products with quite competitive quality and prices (0.25)<br>2. Pests and Diseases (0.25)<br>3. Lack of interest of young generation in agriculture (0.12)<br>4. Land Function Transfer (0.24)<br>5. Climatic Situation (0.56) | 1. Improve production quality and product quality<br>2. Developing the technical skills of farmers in overcoming plant pests through biological control<br>3. Developing planting time management methods using the Integrated Planting Calendar (KATAM)<br>4. Improve information dissemination on sustainable land to farmers<br>5. Development of agricultural secondary vocational schools | 1. Improving the Quality of Human Resources for Farmers on Agribusiness by utilizing extension workers and DKPTPHP as a paddy agribusiness development agency.<br>2. Strengthening regional food policies that favor farmers |

Source: Primary Data Analysis, 2019

**Increasing planted area and production**

Sanggau Regency is one of the districts in West Kalimantan that has received a paddy expansion program from the central government over the last few years. In 2016 an area of 4800 hectares. In 2017 an area of 1,050 hectares, and 2018 an area of 200 hectares (BPS, 2018). Take advantage of the additional land area by increasing the frequency of planting and production. In addition, the existence of local regulations regarding sustainable land, sufficient production facilities available, and extension officers in almost every village is a strength of the Sanggau District. The linkage and synchronization of activities from upstream to downstream in developing or increasing rice planting areas are significant. This development must also be supported by complete regional potential data regarding rice commodities (Fitri et al., 2014).

Considering the importance of the availability of land and water resources in agricultural development, the Ministry of Agriculture, through the Directorate General of Agricultural Infrastructure and Facilities, has carried out paddy expansion activities, especially in areas outside Java, from 2006 to the present. The paddy expansion program aims to expand the planted area and support the national rice improvement program and rice self-sufficiency. However, water availability, land fertility, support from extension workers, and production facilities still need to be

supported to increase productivity in this new rice field.

The Food Security, Food Crops, Horticulture, and Fisheries Service of Sanggau Regency facilitates farmers or farmer groups who want to sell their crops. In addition, there is also the Absorb Grain (SerGab) program by the Ministry of Agriculture and the Logistics Agency (Bulog) as State-Owned Enterprises assigned by the government to absorb grain and rice production from farmers. This grain absorption activity aims to buy farmers' grain so that farmers can benefit from their farming business, and the government sets the price. This effort is significant because the price of unhulled rice tends to decline during the primary harvest season. If Bulog does not immediately absorb, it will undoubtedly harm farmers.

**Developing markets to border areas and outside districts**

Sanggau Regency is one of the border areas which is a priority for agricultural development and is expected to become a national food producer. The strategic geographical conditions in the border area allow Sanggau Regency to become a producer and a front line for national food exports, especially rice, which is very good for business actors (farmers) to improve or improve their welfare. The concentration of implementing the national development program is not only concerned with urban areas. However, it must also be oriented toward creating new economic growth centers, such as border areas (Sudiar, 2015).

Indicating that neighboring countries are a potential market for certain food commodities, the government of the ministry of agriculture as stated in the decree of the minister of agriculture No.215 / Kpts / OT.050 / 3/2017 has prepared action plans for the short, medium, and long term. There are at least two significant powers that the border region can contribute to the economy. First, with their trade access, border areas are the entry points for the flow of foreign exchange into the country. Second, the rapid trade at the border will encourage domestic production (Suratman, 2004). The central government is currently building a traditional market on the border. It is hoped that it will drive the economy of the community. This traditional market has 52 units of stalls, 48 units of stalls and a food center. Agricultural products have the potential to be marketed to borders. This strength can be utilized by the opportunity of the Sanggau Regency Food Security, Food Crops, Horticulture and Fisheries Service (DKPTPHP), which is ready to facilitate the sale of farmers' rice.

**The synergy between farmers, entrepreneurs, and the government**

The relationship between farmers, entrepreneurs, and the government can be mutually beneficial. There is interdependence, where farmers produce, entrepreneurs absorb at prices that benefit farmers, and the government empowers with infrastructure, training, and policies to support the development of rice agribusiness in the Sanggau Regency. In addition, farmers through farmer group institutions need to establish cooperation and partnerships with outsiders/entrepreneurs to achieve this. Cooperation can be well established if there is mutual dependence and mutually beneficial cooperation (Ifada and Ni'mah, 2016; Puspasari et al, 2013).

The National Border Management Agency (BNPP) asks entrepreneurs to participate in developing agricultural products in border areas. One of these products is rice. Entrepreneurs' role can help farmers increase production and add value to products. Due to limited capital, entrepreneurs can build factories to process agricultural products that farmers cannot handle. Determining the local government's intention to develop rice farming is the principal capital of all the factors to achieve the goal. The Ministry of Agriculture (2017) states that the success of agribusiness is based on the implementation of government policies that have become a written commitment in the laws and regulations regarding the development of agriculture or agribusiness so that it can be an encouragement or stimulus for agribusiness actors, such as farmers or entrepreneurs.

The role of the government through various policies and programs is expected to encourage and create a conducive business climate and excite farmers/farmer groups and entrepreneurs so that agribusiness can develop. In this case, the government acts as a facilitator, regulator and motivator who must

harmonize the relationship between the agribusiness actors to interact proportionally and not harm. With the synergy between farmers, entrepreneurs, and the government, it is hoped that partnership agribusiness can develop. This alternative policy is also supported by research by Aji et al. (2014), which provides policy recommendations the central/regional government must carry out to improve food security, including synergies between farmers, entrepreneurs and the government.

## CONCLUSION

The strength of the rice agribusiness development strategy in the Sanggau Regency is the existence of regional regulations. The main drawback is that farmers' resources are still low. The most significant opportunity is for the Dinas to facilitate farmers or farmer groups who wish to sell their crops. The biggest threat is climate conditions. Moreover, three alternative strategies are recommended for developing rice agribusiness in Sanggau Regency: increasing the planting area and production, developing markets to border areas and outside the district, and synergies between farmers, entrepreneurs, and the government who side with farmers.

The Sanggau Regency Government needs to carry out a strategy based on the priorities obtained from the results of this study so that rice self-sufficiency will be achieved and, in the end, it will increase regional food security. The Sanggau Regency Government needs to improve the main weaknesses and increase the factors that are the main strengths of relatively high importance. The Sanggau Regency Government must take advantage of opportunities and pay attention to threats. The Sanggau Regency Government needs to make and strengthen regional food autonomy policies to facilitate the management of rice agribusiness commodities to optimize the use of agricultural resources effectively and efficiently.

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