



The Failure of Agropolitan and Minapolitan Areas Development in Pandeglang Regency

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Abstract

The Government of Pandeglang Regency has established the agropolitan and minapolitan areas that are stipulated in the Regional Regulation No. 03 Year 2011 about Regional Land Use Plan (*RTRW*). This study aims to evaluate the implementation of the policy on the development of the areas by employing the descriptive analytical approach. The results reveal that the policy of the area establishment had political implications in it so that the agropolitan area is not being developed. Based on the scalogram and centrality analyses, none of the villages in minapolitan area are considered well-developed. On the other hand, the following villages in Menes Sub-district are included to the category of developed villages within agropolitan area; Menes, Purwaraja, Alas Wangi, and Kadu Payung, while the one in Munjul Sub-district is Pasanggrahan Village. Based on the accessibility analysis using gravitation approach, the villages with high accessibility in agropolitan area are Pangkalan in Sobang Sub-district, Purwaraja in Menes Sub-district, and Munjul in Munjul Sub-district; while those in minapolitan area are Sumberjaya in Sumur Sub-district and Panimbangjaya in Panimbang Sub-district. This study highlights the shortcomings of the budget politics and the political will of local government in developing agropolitan and minapolitan areas, and points out that the spatial arrangements are a political aspect.

Keywords: Regional Land Use Plans (*RTRW*); agropolitan; minapolitan; local government.

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1. Introduction

Regional Regulation No. 03 Year 2011 on Regional Land Use Plan (RTRW), Article 8 has specified that agropolitan area shall be situated in Sub-districts of Menes, Munjul, and Sobang; while minapolitan area in Panimbang and Sumur Sub-districts. The establishment of both areas has become part of the regional government efforts in fast-improving the economic growth. Agropolitan is an attempt to accelerate the economy in rural areas therefore an ideal design of agropolitan is the one based on the primary potential of the village [18,10]. The development of agropolitan areas based on featured commodities is highly relevant to the condition of Pandeglang since the region is the breadbasket of Banten and is gaining numerous awards for food self-sufficiency.

The establishment of agropolitan area is actually a model of the bottom-up economy which will be effective if it is supported by sufficient support fund, the power of commitment to coordination, and not entirely dependent on the power of the center/centralistic [8]. Consequently, the development of both agropolitan and minapolitan areas needs to be supported by various stakeholders of Pandeglang Regency.

The support is essential since both of these areas are the regional economic development efforts that are based on local potentials, both in agriculture and marine as well as in the field of fisheries which are developed based on regional management system, and by applying the principles of integrated, efficient, high quality, and high acceleration [5]. The weak integration and coordination among stakeholders in managing the development of the areas has led to constraints according to the institutional aspects [7]. The evaluation study for agropolitan and minapolitan areas in Pandeglang Regency is an interesting thing to do, so that the development of these areas can run accordingly to the desired target.

2. The Problems

1. Why are agropolitan and minapolitan areas specified in the Regional Land Use Plans (RTRW)?
2. How is the level of development and accessibility of villages in both areas?

3. Research Objectives

1. To evaluate the implementation of the development of agropolitan and minapolitan areas in Pandeglang Regency
2. To analyse the level of progress and accessibility of villages in agropolitan and minapolitan areas

4. Research Method

4.1 Data Collection Method

To analyse the policy for both minapolitan and agropolitan areas, the authors collected the primary data by conducting interviews with the drafting team of Regional Land Use Plans of Pandeglang Regency. Meanwhile, the secondary data was taken from relevant documents from offices/agencies in Pandeglang Regency to support the interviews. The analysis of the leading potentials, the development rate of the villages, and the accessibility

of the five sub-districts in Pandeglang Regency were all taken from the secondary data released by the Central Bureau of Statistics of Pandeglang Regency, in the form of Pandeglang in Numbers of 2016, Sub-districts in Numbers of 2016, and Data of Village Potentials of 2014.

4.2 Data analysis methods

The evaluation of the policy on agropolitan and minapolitan areas is conducted using descriptive analysis by describing the formulations in both areas. It is also using content analysis which is an in-depth study of the aspects of regulations, budgetary politics, and supporting documents. Meanwhile, the region's potential analysis is done by using Location Quotient (LQ). Furthermore, to view the hierarchy and the development level of the villages, the scalogram and centrality analyses are used [14]. The level of village accessibility in the area was analysed by using gravity approach. It used indicators of spatial interaction in the form of the number of the region's population, the distance between regions, and the availability of facilities [19].

The gravity approach is presented in the following formula:

$$T_{ij} = \frac{P_i P_j}{d_{ij}^b} \times F(Z_i)$$

Remarks:

T_{ij} = the level of accessibility from i area to j city

P_i = Population of i area

P_j = Population of j area

b = power of d_{ij} (generally a 2 (squared))

d_{ij} = distance/travel time from i area to j city

Function (Z_i) = the amount of a region's attractiveness using the availability of service facilities in agropolitan/minapolitan area from the results of the scalogram analysis.

5. Results and Discussion

5.1 Evaluation on the Policy of Agropolitan and Minapolitan Areas in Pandeglang

Economic growth is a key indicator used in economic development [9]. Developing the agropolitan area is one effort done by government in promoting economic growth which will have a fast impact on the welfare and income of the community [5] and minapolitan area [1].

5.2 Evaluation on Agropolitan Area Based on Budget Allocation

The development of rural areas needs supports from all parties, therefore coordination and dissemination among relevant stakeholders are strongly encouraged [7]. This is necessary because the differences of motivation and interests in budget formulation may have implications on the different budget proposal from the executives. The establishment of agropolitan area which is included in the Regional Land Use Plans (*RTRW*) of Pandeglang Regency in October 2011 has not been done yet.

“The establishment of agropolitan area in Pandeglang Regency has yet worked due to the fact that the inclusion of such idea in the RTRW was more of a program opportunity from the central, (because in fact) there has been no comprehensive study on the agribusiness development in Pandeglang Regency. Moreover, many of the initiators (proposer) of said idea have been re-assigned to Banten Provincial Office, South Tangerang; (some have) even retired while the area has not been carefully and thoroughly assessed.” (Interview with Head of Physical Infrastructure Division of *Bappeda* (Regional Development Planning Agency) 2017, Mr. HB)

A number of efforts to obtain a variety programs from the central government has been done due to its low Locally-Generated Revenue (*PAD*) which makes Pandeglang Regency very dependent on the General Allocation Grant (*DAU*) and Specific Allocation Grant (*DAK*) from the central government. Such aspiration emerged as it has been influenced by the eagerness of the newly elected regent in 2011, Regent *EK*, in creating economic development that can be quickly felt by the public.

“The establishment of Agropolitan Area was initially promoted by the eagerness of the newly elected Regent (Regent EK) to create a program that can quickly stimulate the economy of Pandeglang. Two options were given at that time; whether to develop the local economy already existing in the community, or to create a center of growth (growth pole) which is expected to boost Pandeglang's economy faster and can already be enjoyed within five years, so that this program can be a feat campaign of the Regent at the end of his tenure.” (Interview with Secretary of *Bappeda*, Period of 2011-2014, MA)

Regional autonomy allows regional heads to create the breakthrough that fits to the needs of their people [12] in accordance with Act No. 23 Year 2014. Unfortunately, the lack of professional management has also resulted in a low achievement of the development targets set out in the *RPJMD* (Medium-Term Development Plan). The programme failure might happen due to the lack of coordination in planning activities among government agencies.

“The preparation of the Regional Land Use Plans (RTRW), Medium-Term Development Plan (RPJM), and the Work Plan (Renja) are not related to one another, causing the unfocused development of Pandeglang Regency.” (Interviews with Mr. *AJ*; Staff, and Mrs. *Sph*; Head of Planning, Monitoring and Reporting Sub-Division, Department of Agriculture, 2017).

Those conditions can be seen from the unmatched between the Vision & Mission of Pandeglang Regent, Medium-Term Plan and Work Plan of Agricultural Department and Regional Land Use Plan which are supposed to correspond to the description shown in Table 1.

Table 1: Consistency between *RTRW*, Vision, Mid-Term Development Plan and Work Plan (*Renja*) of the Department of Agriculture

Pandeglang Regent's Vision 2011-2016	Pandeglang Regent's Vision 2016-2021	Mid-Term Dev. Plan	Work Plan of Dept of Agriculture	Consistency with <i>RTRW</i>
The realization of Pandeglang Regency as the Independent and Growing Region in the field of Agribusiness and Rural Development Based Tourism	The realization of <i>Pandeglang Berkah</i> (Blessed Pandeglang) through a Transformation in Harmony of Agribusiness, Maritime Business and Tourism Business, towards Healthy Home and Prosperous Family in 2020	The primary reference used in preparing this <i>RPJMD</i> is the formulation of the Vision, Mission, and the Indicative Program of the elected Regional Head/Deputy Regional Head, which has been presented to the voters in the Parliament's Plenary Session, during the campaign for direct election for the pair candidates of Regional Head/Deputy Regional Head	- There is Agribusiness Development Program - There are no Program and Budget, in the Development of Agropolitan Area	There is a discrepancy between the <i>Renja</i> and the development program for Agropolitan Area, which is supposed to correspond to Regional Regulation of Pandeglang Regency on <i>RTRW</i> Article 8

Sources: KPU (General Election Commission) of Pandeglang, *RPJMD*, and *RTRW* of Pandeglang Regency, 2016

According to the programme and realisation of the budget in 2011-2016 of Agriculture Department of Pandeglang Regency, there are no programme and budget incurred by the Government of Pandeglang Regency for the development of agropolitan area, even *Bappeda* (Regional Development Planning Agency) and the Ministry of Agriculture as the two leading sectors in the development of agropolitan area did not schedule any studies or proposal preparation for such area (Description Accountability Reports of Department of Agriculture (LKPI) for 2011-2015 and Local Government Accountability Report (LPPD) for 2016). This reference suggests that there have not been many efforts made by the Government of Pandeglang Regency in their attempts to develop the agropolitan area, as actually stated in 2011-2031 *RTRW* of Pandeglang Regency.

Those policy inconsistencies are indicated by the low support of the budget allocation by Government of Pandeglang Regency to agricultural affairs (Department of Agriculture and Food Security Agency), in terms of the proportion of the allocation for total regional budget as well as the direct expenditures, as illustrated in

Figure 1.

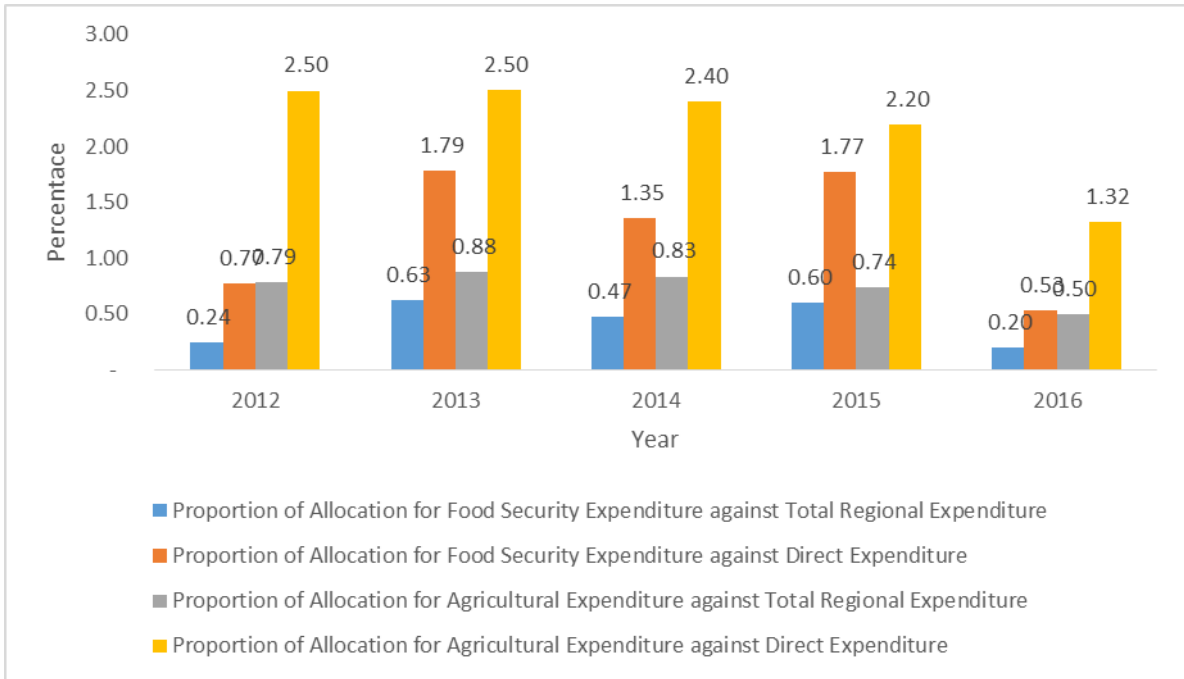


Figure 1: Proportion of the Regional Budgetary Allocation for Agricultural Field

5.3 Evaluation on the Minapolitan Area Based on the Budget Allocation

The development of minapolitan area has already started since the issuance of the decree of Pandeglang Regent No. 523/kep.246-huk/2010 on minapolitan area location establishment in Pandeglang Regency. The featured product of the area is seaweed cultivation, which is located in Sumur Sub-district. The development of seaweed cultivation has yet demonstrated any significant increase, since budget allocation on featured product development in minapolitan area relies largely on Specific Allocation Grant (DAK) and Co-Administered Tasks Grant (TP) from Central Government, as shown in Figure 2 below;

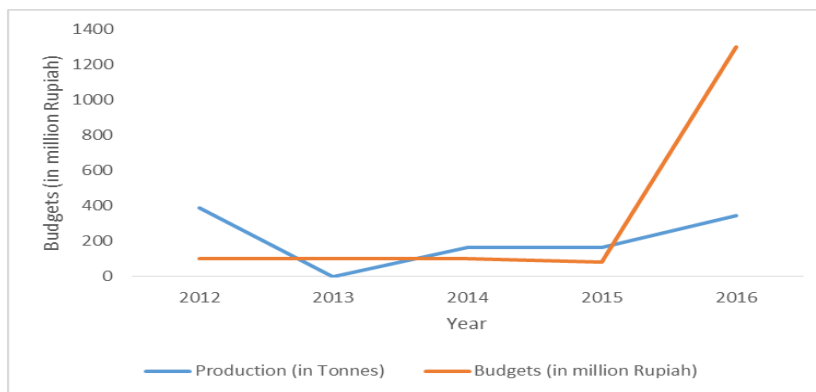


Figure 2: Productions and Budget of Seaweed Development in Minapolitan

The allocated budget by Pandeglang Government for the Fisheries Department is very small, even tends to be decreasing. The following figure is an overview of the regional budget (*APBD*) allocation for the Department of Fisheries in comparison with direct expenditures from 2012 to 2016; 2012 (1.66%), 2013 (1.54%), 2014 (1.41%), 2015 (1.14%), and 2016 (0.61%).

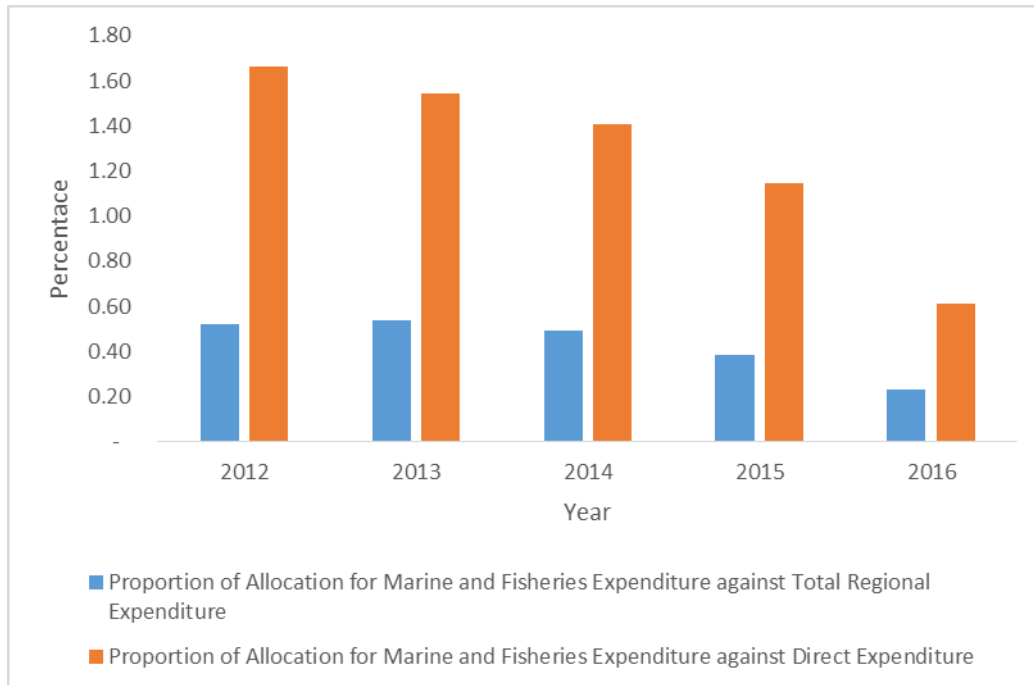


Figure 3: Proportion of Budgetary Allocation for the Fisheries Sector

The tiny portion in budget allocation can be seen as an indication of a low commitment shown by Pandeglang Government for the development of aquaculture, particularly the development of minapolitan area, in their region. This fact points out the absence of conformity between Pandeglang Regency's Spatial Plan, the Regent's Vision, Mid-Term Development Plan (*RPJM*), Work Plan of the Fisheries Agency, and Budget Allocation, all of which are supposed to correspond to the descriptions in the following Table 2.

5.4 Scalogram Analysis

In an effort to accelerate economic development, the Central Government issued a number of policies to ease the burden on the business world. First priority; the central government has requested that the local governments provide facilities and services to business entities wanting to make investments. The second priority is to increase the infrastructure construction projects throughout Indonesia that shall also help tackling the unemployment influx; such infrastructure as roads, bridges, ports, docks, energy, communications, and housing. Infrastructure projects will absorb manpower, which will eventually move the economy, so that the index of infrastructure development will be linear the economic index of a region [15]. Scalogram analysis can be used to measure the areas hierarchy based on available infrastructure [14]. The development of rural-level infrastructure is important in supporting the economy of villages and is encouraging interactions among them, as a stronger booster of economic development in promoting functional administrative regions at the Sub-District

level as well as agropolitan and minapolitan levels.

Table 2: Consistency between *RTRW*, Vision, *RPJM*, and Work Plan (*Renja*) of Fisheries Agency

Pandeglang Regent's Vision 2011-2016	Pandeglang Regent's Vision 2016-2021	Mid-Term Dev Plan	Work Plan of Fisheries Agency	Remarks
The realization of Pandeglang Regency as the Independent and Growing Region in the field of Agribusiness and Rural Development Based Tourism	The realization of <i>Pandeglang Berkah</i> (Blessed Pandeglang) through a Transformation in Harmony of Agribusiness, Maritime Business and Tourism Business, towards Healthy Home and Prosperous Family in 2020	The primary reference used in preparing this <i>RPJMD</i> is the formulation of the Vision, Mission, and the Indicative Program of the elected Regional Head/Deputy Regional Head, which has been presented to the voters in the Parliament's Plenary Session	- Only a few Minapolitan development programs are available - Small Budget Allocation for the Minapolitan Area - Dependence on the Central Government for Budget Allocation	There is a discrepancy between the Regent's 2016-2021 Vision and the budgetary partisanship in realizing said vision, due to the low budget allocation for direct expenditure of Fisheries Agency, so there is no budget allocation for the minapolitan area in the Work Plan of Fisheries Agency

Sources: *KPU* (General Election Commission) of Pandeglang, *RPJMD*, *RTRW* of Pandeglang Regency, and the Work Plan of Fisheries Agency, 2016

According to the scalogram analysis conducted in agropolitan and minapolitan areas, the following villages in Menes Sub-district are of hierarchy I infrastructure (excellent); Menes Village, Purwaraja Village, Alas Wangi Village, and Kadu Payung Village; with one Pasanggarahan Village in Munjul Sub-district also made it to the list. As for the other villages not mentioned above, they are still categorized as average and poor. The progress of those villages is not due to the positive impact of the agropolitan area, but instead because of the infrastructure program accurately aimed at them.

According to the condition of infrastructure in minapolitan area, the hierarchies of villages in the area are still in the categories of medium and low, while in fact the development program for this particular area has been since the issuance of the Decree of Pandeglang Regent No. 523/kep.246-huk/2010 about the location establishment of Minapolitan Area of Pandeglang Regency, although by using an extremely small portion of budget allocation and a high dependency on the central government. Figure 4 illustrates the hierarchy of villages based on their facilities in both agropolitan and minapolitan areas;

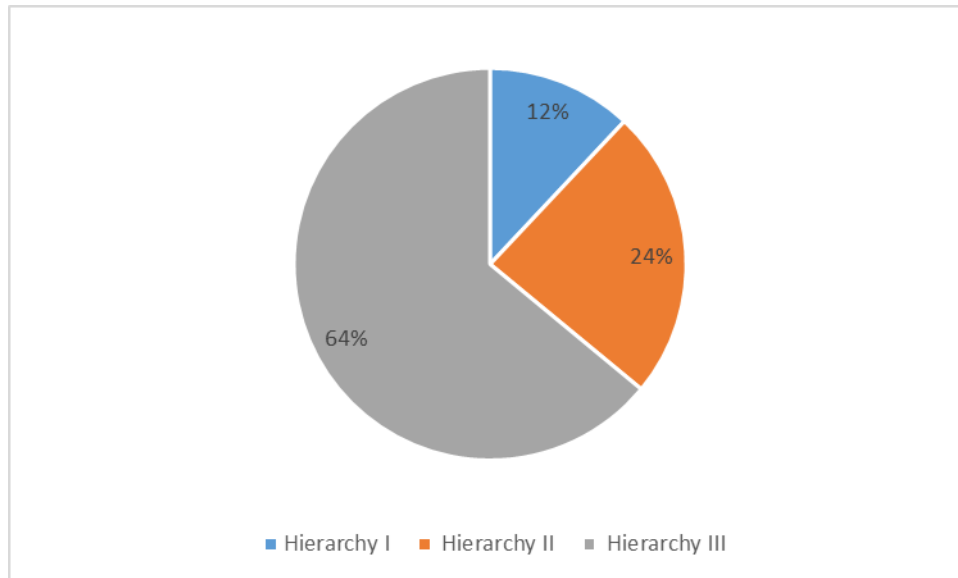


Figure 4: Percentages of Hierarchy I, II, and III in Minapolitan and Agropolitan Areas

Based on centrality index analysis, four villages in Menes sub-district are categorized as advanced, namely Menes, Purwaraja, Alaswangi, and Kadu Payung; while there is only one of such in Munjul Sub-district, i.e. Pasanggrahan Village.

However, all those progresses occurred in both Menes and Munjul sub-districts are not due entirely to the development of the Agropolitan Area. It was in fact driven by the development of infrastructure program for rural areas, and the strategic location in Menes sub-district, interconnecting economic centers of Menes sub-district with its other neighboring sub-districts, such as Jiput, Cisata and Cikedal.

The growth of the villages in minapolitan area tends to be static which could mean that the existence of this minapolitan area has yet to give positive impact to the progress of the villages.

In Panimbang Sub-district, villages with moderate level of development are Panimbang Jaya, Mekarsari, Tanjung Jaya and Gombong. Those villages are included since Panimbang Sub-district is located in the Special Economic Zones (*KEK*), particularly Tanjung Jaya village, which is the center for tourism development and is the *KEK* Administrative region for Tanjung Lesung. Kertajaya is the only village in Sumur Sub-district that can be categorized as fairly-developed, while other villages in this district are still considered underdeveloped (low growth). The level of village development can be seen in Table 3 below.

Table 3: The Level of Village Development in Pandeglang Regency Based on Centrality Analysis

Village Growth	Centrality Index	Sub-district	Name of Village
High (developed)	> 30.91	Menes	Menes, Purwaraja, Alas Wangi, Kadu Payung
Medium	18.76 - 30.91	Munjul	Pasanggrahan
		Panimbang	Panimbang jaya, Mekarsari, Tanjungan Jaya, Gombong
		Sobang	Pangkalan, Bojen
		Sumur	Kertajaya
		Menes	Kananga
Low (underdeveloped)	<18.76	Munjul	Lebak, Curug Langlang
		Panimbang	Citeurep, Mekar Jaya
		Sumur	Sumberjaya, Tamanjaya, Kertamukti, Ujungjaya, Cigorondong, Tunggajaya
		Sobang	Sobang, Teluk Lada, Ciamis, Kutamekar, Kertaraharja, Bojen Wetan
		Munjul	Munjul, Pana Cara, Gunung Batu, Cibitung, Suka Saba, Kota Dukuh
		Menes	Sindang Karya, Muruy, Cigondang, Ramaya, Tegal Wangi, Cilaban Bulan, Silamanah

Source: BPS (Central Bureau of Statistics) 2016

5.5 Identification of Basic Commodities in Agropolitan and Minapolitan Areas

Local Government has determined yet the featured commodity be developed in agropolitan area, when in fact its existence is one of the specified requirements in the proposal for agropolitan area [5].

Agropolitan Area needs the focus of featured commodity development to be right on target and easy to develop [20].

Based on the LQ analysis (Location Quotient) with reference to existing data, the featured products that can be developed are basic commodities with the biggest potential, namely; soybeans and cattle in Sobang Sub-district (as illustrated in Figure 5), palm sugar and vanilla in Munjul Sub-district (in Figure 6), and sand ginger (*Alpinia officinarum*) and buffalo for Menes Sub-district (in Figure 7).

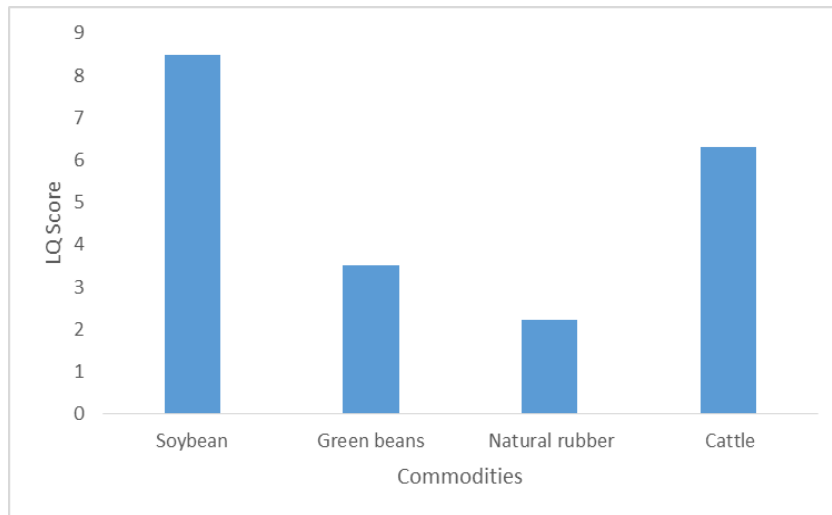


Figure 5: LQ Scores and Commodities in Sobang Sub-district, 2016

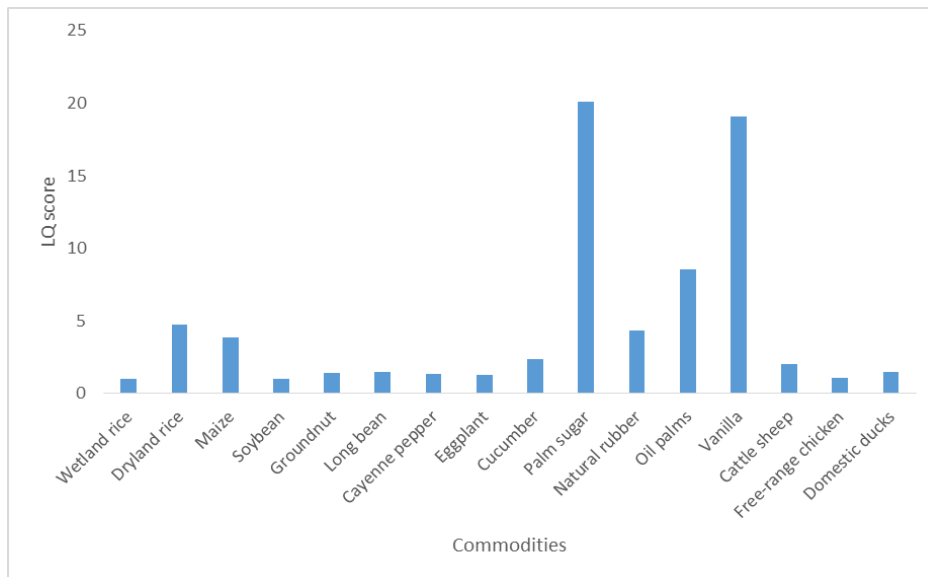


Figure 6: LQ Scores and Commodities in Munjul Sub-district, 2016

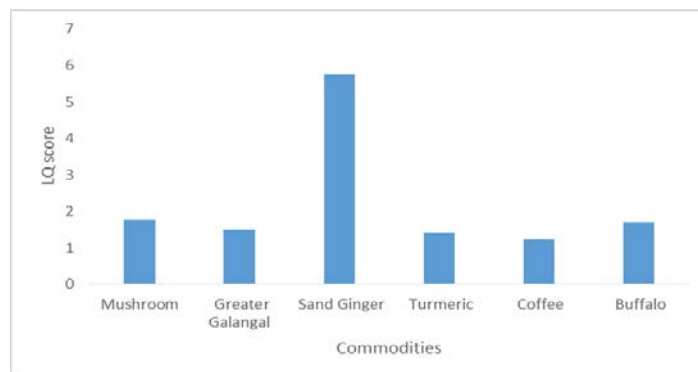


Figure 7: LQ Scores and Commodities in Menes Sub-district, 2016

The development of agricultural potentials needs to be the priority for Pandeglang Government since the sector contributes greatly to the GRDP (Gross Regional Domestic Product) of Pandeglang Regency; 32.87 percent contribution was recorded in 2014, and 33.90 percent was in 2015 (BPS 2016). LQ analysis refers to existing production data, rather than projecting future conditions, whereas Regional Land Use Plans (RTRW) is a reference to a long-term regional spatial plan.

At the same time, the featured commodity of minapolitan area, i.e. seaweed has become static in terms of production (as previously displayed in Figure 2). It is-very much due to the lack of government supports for the development of such products in the area.

5.6 Inter-Village Accessibilities in Agropolitan and Minapolitan Areas

It should be emphasised that the development of both agropolitan and minapolitan areas also requires ease of accessibility for the villages within the areas. The privilege will be leveraged for the economic development of the region to be productive and competitive [19], it contributes to economic growth for the region itself as well as for the regency which is the administrative territory that manages it.

The analysis on accessibility level is conducted using gravity approach with three indicators, i.e. population, distance, and infrastructure facilities available in the region, in the form of economic facilities, education, skills, health, also public facilities. At agropolitan area, the following villages are considered to have high accessibility (their locations are easy to be accessed); Pangkalan Village in Sobang Sub-district, Munjul Village in Munjul Sub-district, and Purwaraja and Menes Villages in Menes Sub-district. In fact, the location of Menes Sub-district that is between North Pandeglang and South Pandeglang is deemed strategic enough to be the agribusiness market for the agropolitan area. The accessibility levels of villages in this area are displayed in Figure 8 below:

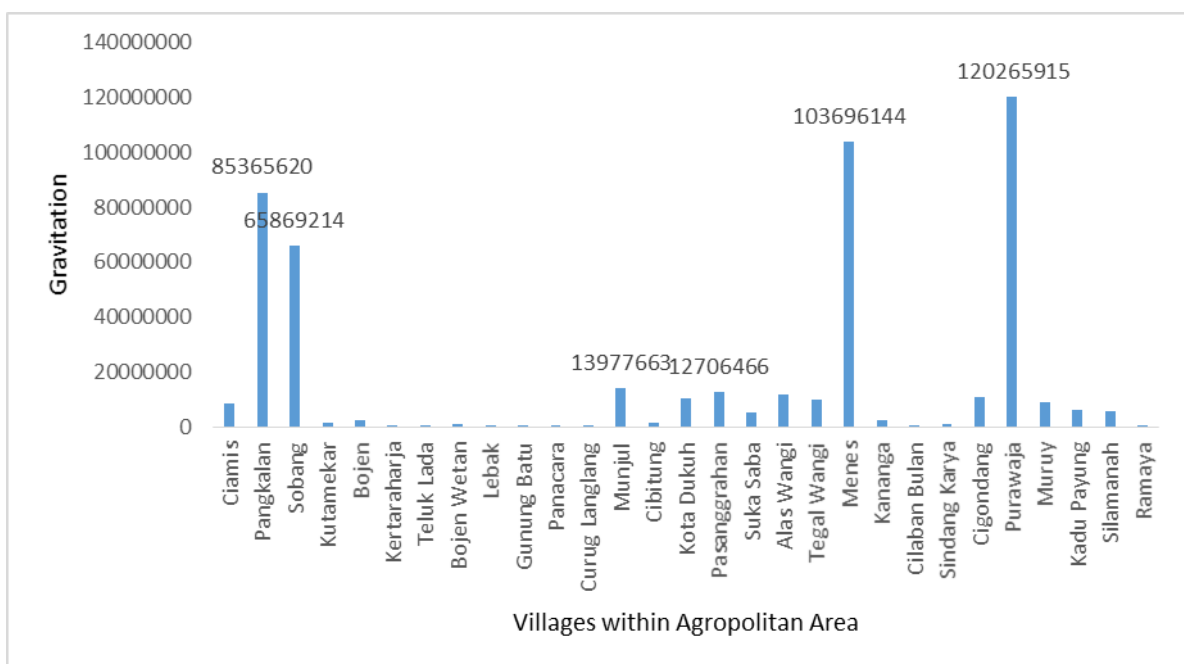


Figure 8: Accessibility Levels of the Villages in Agropolitan Area, 2016

Meanwhile at minapolitan area, there is only one village that is highly accessible, namely Panimbangjaya Village in Panimbang Sub-district while all other villages in Sumur Sub-district are still low in accessibility. This has affected to stagnant development of minapolitan's featured product, i.e. seaweed. Villages with high accessibility tend to be a lot easier to be developed in terms of economy compared to those with low accessibility. The accessibility levels of villages in minapolitan area are illustrated in Figure 9 below:

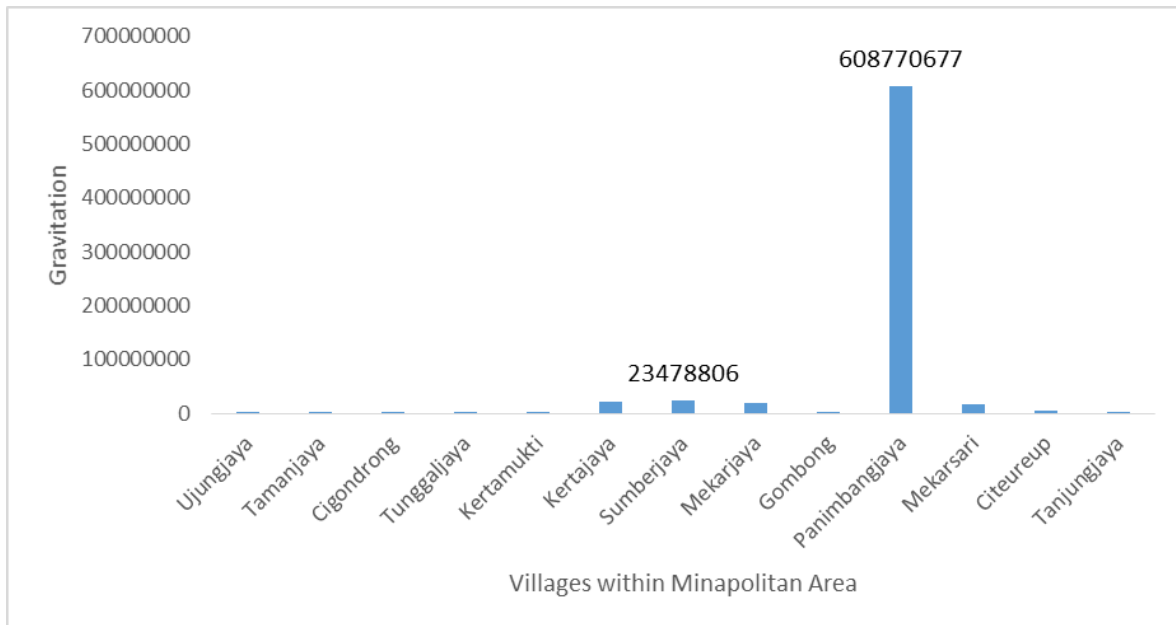


Figure 9: Accessibility Levels of the Villages in Minapolitan Area, 2016

The accessibility data above reveals that there are still many poor accessible villages which call for breakthrough acceleration effort. One possible way is to apply the entrepreneurial programme and to design community capacity building as well as improving the business education in order to promote the development of rural areas [16]. The availability of public facilities in the form of cooperatives and other economic facilities will be able to promote the entrepreneurial spirit and boost village economy as well as lowering the tendency of youth urbanisation [17] because it is the main objective of the establishment of agropolitan and minapolitan areas.

5.7 The Local Government Political Will and the Failure of the Areas

From the evaluation results of the following studies; documentation, budgetary politics, scalogram analysis, centrality analysis, and accessibility level of the village, it can be concluded that the Agropolitan Area has not been fully built with no significant impact is visible on the surrounding villages. On the other hand, minapolitan area has been run, even though the production of its featured commodities is still relatively stagnant and has not provided any benefits for the development of the villages in the area. Moreover, the failure of the development of agropolitan and minapolitan areas has created a polarisation effect in the form of urbanisation of labour from rural areas (villages) to urban areas (cities) [10], as a result, the already well-developed regions will progress even more, while the underdeveloped ones will get worse, not to mention the occurrence of national

development disparities [11].

The failure of the two areas is inseparable from the weak political will or commitment of local government in developing both areas. The management of the large-scale regional resources is highly dependent on the perceptions of policy makers [3]. Take China for example, this country is actually facing a fairly crucial dilemma on the issues of land use. On one side, China is undergoing a rapid industrialization and urbanisation process that an urban-rural transformation is taking place, of which the effect is changing the construction of China's economy. On the other hand, however, there is also a need for protection on the agricultural land and farmers, food production, and ecological security. Thus, it is necessary to have relevant innovations and relevant policies on land use, such as incentive mechanisms, joint enterprise development, the establishment of an integrated market for urban and rural development, and other possible ways [21]. The studies conducted have both shown how important it is for the local governments to have a strong political will in the development of an area [3,21]. Such commitment will surely be directly proportional to the level of progress of the villages within the area.

Experts reminds us of the importance of the balance between economic development and environmental and social conditions because excessive economic development will result in environmental degradation and negative effects on the social levels [4]. It shows there is a trade-off between economic performance and environmental and social performances. The higher value of economic performance indicators, the lower value of environmental and social indicators will be. This means that high economic growth is always accompanied by negative impacts on the environment and social communities. Thus, the government needs to come up with economic policies that are consistent with the established plans. A weak government with no clear visions will only come up with no direction development policies and ultimately fail [13].

6. Conclusion and recommendations

The implementation of the development of both agropolitan and minapolitan areas based on descriptive analysis with reference to budget politics and content analysis has been categorized as unsuccessful one. The underlying factor is that the proposal of the establishment in the two areas was political and its relation with the budget of the Pandeglang Regency Government has not been comprehensively studied. This is indicated by the absence of programmes and realisation in the 2011-2016 Regional Budget Plan for the development of agropolitan area, and the low direct budget allocation for Fisheries Service, which resulted in the high dependency of the development of minapolitan area on Specific Allocation Grant (DAK) and Co-Administered Tasks Grant (TP) from Central Government. This is because direct budgeting is prioritized on mandatory governmental affairs, coupled with the low political will of local governments in regional development efforts.

The exposed evidence of failure on development of agropolitan and minapolitan areas is the result of an evaluation using scalogram analysis, centrality analysis, and accessibility analysis, which all revealed that the existence of the two areas has not been able to positively impact the development of villages within the region. The fact is that none of the villages within minapolitan area are able to be considered well-developed is another indication of such failure. The analysis on accessibility level also revealed that only Panimbang Jaya Village in

Panimbang Sub-district that is highly potential to be further developed. In other thing, the agropolitan area, more villages are considered to have high accessibility, such as Pangkalan Village in Sobang Sub-district, Munjul Village Munjul Sub-district, and Purwaraja and Menes Villages in Menes Sub-district. As a matter of fact, high accessibility of the villages within agropolitan area is not due to the impact of the development of the area, but more of their strategic location.

Local Government of Pandeglang Regency needs to evaluate RTRW with reference to Long Term Development Plan, area potential and capability of APBD direct expenditure allocation. In addition, efforts to develop rural areas need to involve and cooperate with private parties and build community participation so that the development design is not only top down but also bottom up.

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