

Research Article

Local Government Efforts to Increase the Economic Resilience Index of Disadvantaged Regions: A Comparative Study of Lebak and Pandeglang Regencies Banten Province

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Abstract.

Lebak Regency and Pandeglang Regency are areas in Banten Province that have unique natural resources and socio-economic characteristics. However, the two districts still have sub-districts with underdeveloped status and contribute to the extreme poverty rate in the Province. In 2020, these districts each had 11 sub-districts with underdeveloped status. Then, in 2023, the number of underdeveloped sub-districts in Pandeglang Regency decreased to one while Lebak Regency still has six underdeveloped sub-districts. The Developing Village Index is one of the benchmarks that show areas in need of attention and improvement, and one of the composite indices used to measure it is the Economic Resilience Index. Therefore, this study aims to analyze, evaluate, and formulate policy strategies or efforts that can improve the Economic Resilience Index of these regencies. It uses a qualitative descriptive research method by conducting a comparative study between the governments of Lebak and Pandeglang regencies. Data were collected by focus group discussion, observation, and documentation. Results show that Lebak Regency, represented by Baduy Village and Pandeglang Regency, represented by Curug Village, face problems in determining their status as very backward villages. This is due to the inconsistency of indicators and the lack of accurate data input. Local governments certainly have made efforts in facing these challenges by utilizing the agricultural, touristic, economic, and creative potential of Village-Owned Enterprises (BUMDES).

Keywords: government efforts, economic resilience index, disadvantaged regions

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1. INTRODUCTION

Since the enactment of Law Number 6 of 2014 concerning Villages, the village development paradigm has transformed. If previously village development was oriented towards building villages, now the focus has shifted to developing villages [1]. This is the main focus in Regional Development in Indonesia [2]. The Village Development Index is a benchmark for the success of development, progress and welfare of the village itself. The Developing Village Index (IDM) measures village independence from various aspects, such as social, economic, and environmental, which is reflected in aspects of village development such as infrastructure, education, health, and economic level. In addition, this index is used to identify areas that need more attention in improving the quality of life of village communities.

The Ministry of Villages, Development of Disadvantaged Regions and Transmigration (Kemendes PDTT) has set its own goals related to village development through five main priorities listed in the 2020-2024 RPJMN. Regional development goals are targeted to be achieved through five (5) priorities, namely: development of strategic areas; development of superior sectors; development of urban areas; development of disadvantaged areas, border areas, rural areas, and transmigration; and regional institutional and financial management. It is targeted that in 2024, the number of independent villages which was previously only 1,444 villages will increase to 10,559, developing villages from 54,291 to 59,879 villages, disadvantaged villages from 19,152 to 3,232 and 0 (nil) very disadvantaged villages, in addition to that the number of disadvantaged areas at the district level will decrease from 62 to 37 regions [3].

Based on data from the 2023 Developing Village Index, the number of independent villages in Indonesia has increased significantly, reaching 11,456 villages, the number of developed villages is 23,035 villages, and the number of developing villages is 28,766 villages [4]. However, some village development targets are still not met, such as the number of disadvantaged villages is still recorded at 7,154 and 4,850 villages are very far behind. Changing the status of the village index from underdeveloped to developing involves a number of complex challenges, as well as involving various factors such as social, economic, and infrastructure factors [2]. Challenges in developing villages include problems of non-compliance with rules, weak governance, and economic competitiveness. Thus, it requires long-term commitment and strong synergy from all stakeholders, be it the government, the community, and other related parties.

Banten Province is located in the southwest and directly intersects with the capital of Indonesia, Jakarta. Banten is a developing province with significant economic potential. Despite this, the province still has undeveloped villages. According to data from the 2023 Developing Village Index, of the 118 sub-districts in Banten province, 3 sub-districts have independent status, 32 sub-districts are developed, 76 sub-districts are developing, and 7 sub-districts are underdeveloped. Of the 7 sub-districts, 6 disadvantaged sub-districts are located in Lebak Regency, and 1 in Pandeglang Regency [4]. In 2020, Pandeglang Regency was recorded to have 11 sub-districts with underdeveloped status, as well as Lebak Regency. However, in 2023, Pandeglang Regency has succeeded in developing its area and only 1 sub-district is still left behind, namely Cibitung District, while Lebak Regency still has 6 sub-districts that are classified as underdeveloped, namely Banjarsari, Cijaku, Muncang, Bojongmanik, Cigemlong and Lebakgedong Districts.

The Economic Resilience Index is one of the composite indices in measuring the level of the Developing Village Index which assesses the level of ability of a region based on several factors, namely: Diversity of Community Production, Access to Trade and Market Centers, Access to Logistics, Access to Banking and Regional Open Credit [5]. This can also provide an overview of the poverty level in an area. Based on statistics for March 2024, it shows that the percentage of poor people in rural areas reaches 11.79%, much higher than the percentage of urban poverty which is only 7.09% [6], some of the factors that affect poverty are the Open Unemployment Rate (TPT), Farmer Exchange Rate (NTP), inflation, household consumption, and social assistance.

The Banten Provincial Social Service (Dinsos) recorded that 27,500 families in Banten are included in the extreme poor category, Lebak and Serang Regencies are the largest contributors to extreme poor families in Banten, reaching 5,800 families each, followed by Pandeglang with 5,400 families [7]. Around 8.68% of the population of Lebak Regency is below the poverty line [8]. The poverty rate in Pandeglang Regency is currently down to 9.27% from 9.32% [9].

Based on the phenomenon that has been explained, this study aims to conduct a comparative study of the government's efforts to improve economic conditions in two districts with underdeveloped sub-districts, namely Lebak Regency and Pandeglang Regency.

2. THEORETICAL STUDY

2.1. Previous Research

Research on disadvantaged areas in Indonesia covers a wide range of topics and problems. Some of the main research areas include the impact of infrastructure and social development on the economic growth of disadvantaged villages [10], the implementation of telehealth programs in remote areas [11], the determinants of education development in disadvantaged areas [12] and the exploration of barriers to telemedicine acceptance in disadvantaged areas [13]. In addition, research has also been carried out on the literacy problems of high school students in disadvantaged areas [14], analysis of regional expenditure determinants and regional real income in Indonesia [15].

Several other studies have focused on geographical conditions and the availability of equipment in remote health centers [16], the development of educational applications to introduce Indonesian regional cuisine and regional songs to school children [17] and the analysis of STEM education in outermost, frontier, and disadvantaged areas during the pandemic [18]. In addition, research has also been carried out on the application of e-Government in the education sector during the COVID-19 pandemic [19], the development of a multimedia-based regional song learning application [20] and community behavior as well as research on elementary school children regarding dental health services in disadvantaged areas [21].

In addition, other studies have explored the flypaper effect on local revenue and regional expenditure in various provinces in Indonesia [15], the mediating effect of leader-member exchanges, intrinsic motivation, and psychological empowerment of ethics. the influence of leadership on the creativity of ASN [22]. These studies collectively provide a comprehensive understanding of the various challenges and opportunities in Indonesia's disadvantaged areas. Regarding economic resilience, research conducted by Renaldo & Suryani [23], Raharjo & Koswara [24], Syamola & Nurwahyuni [25] and Olga & Andayani [26] intersects with research gaps in disadvantaged regions that focus on economic resilience. The results of the study provide insights into mental health, typology of disadvantaged villages, household food security, and the impact of regional taxes on regional revenue. These studies offer perspectives on economic challenges and factors affecting the resilience of disadvantaged regions in Indonesia. However, there is no specific study that focuses on the analysis of government efforts

to improve economic resilience in disadvantaged areas and this is a novelty for the research to be conducted by the author.

2.2. Theoretical Framework

2.2.1. Developing Village Index

Based on the conditions of sub-districts and villages in Banten Province, an understanding is needed related to the concept of the Building Village Index which is one of the measuring tools in determining the level of village development. According to the Regulation of the Minister of Villages, Development of Disadvantaged Regions and Transmigration Number 2 of 2016 concerning the Developing Village Index Article 1 Paragraph (1) it is known that “The Developing Village Index is a Composite Index formed from the Social Resilience Index, the Economic Resilience Index and the Village Ecological Resilience Index” [27]. As this index is specifically designed to assist the government in efforts to improve village welfare and reduce the number of disadvantaged villages, so that the government can identify villages in need of assistance and allocate resources effectively.

In addition, in the Regulation of the Minister of Villages, Development of Disadvantaged Regions and Transmigration Number 2 of 2016 concerning the Index of Developing Villages Article 2 Paragraph (2) it is expressly stated that “The purpose of the preparation of the IDM is to implement the status of progress and independence of villages, and to provide basic data and information for village development.”. Thus, the government can formulate more targeted development policies and have information that can be used as a reference in planning, implementing, and evaluating village development programs. In the Developing Village Index, the Village itself is classified into 5 Village statuses, namely:

- a. Independent Village, a village that has the ability to carry out village development to improve the quality of life and life as much as possible for the welfare of the village community with social, economic, and ecological resilience in a sustainable manner. A village has the status of an independent village if the IDM score it gets > 0.8155 ,
- b. Advanced Villages, villages that have relatively strong social, economic, and ecological resilience, but still need to be improved to achieve independent village

status. This village has the ability to manage its resource potential to achieve community welfare. The village has an IDM score of ≤ 0.8155 and > 0.7072 ,

- c. Developing Villages, villages that have social, economic, and ecological resilience that are developing, but still need to be improved to achieve the status of developed villages. This village has great potential but has not been able to maximize the potential of existing resources. It can be called a developing village if the IDM score ≤ 0.7072 and > 0.5989 ,
- d. Disadvantaged Villages, villages that have weak social, economic, and ecological resilience, so they need to be improved to achieve the status of a developing village. Villages that have sufficient resource potential, but have not been fully optimized. The village has an IDM score of ≤ 0.5989 and > 0.4907 ,
- e. Very Disadvantaged Villages, villages that have very weak social, economic, and ecological resilience, so they need to be improved to achieve the status of disadvantaged villages. This village is often affected by natural disasters, economic problems, and social conflicts, so it is constrained in managing potential resources. Villages with an IDM score of ≤ 0.4907 are called very backward villages.

2.2.2. Economic Resilience Index

One of the composite indices in measuring the Developing Village Index that assesses the level of ability of a village is the Economic Resilience Index. This index consists of several indicators that include the diversity of rural community production, access to trade service centers, access to distribution/logistics, access to financial and credit institutions, access to economic institutions, and regional openness [5]. In this case, the village has a dynamic economy, characterized by a variety of people's livelihoods. There are markets, inns and eateries that support trade activities. Then, the availability of banking, credit and cooperative facilities that facilitate financial access for the population, as well as good road infrastructure and public transportation that supports population mobility and distribution of goods.

3. METHODS

The research method used in this study is a qualitative descriptive method. As Moleong argues, descriptive is "describing the nature of something that takes place at the time

of the study and examining the causes of a particular symptom". Then, Sugiono argues that qualitative research methods are research methods that examine a phenomenon in depth with the aim of understanding the meaning and context of an event or situation, as well as finding unique patterns and relationships [29]. So qualitative descriptive research in this study is to describe the facts as they are systematically.

Research sources include primary and secondary data. Primary data was obtained through focus group discussions (FGD) with the governments of Lebak Regency and Pandeglang Regency, especially Bappeda, Community and Village Empowerment Office, Social Service, Cooperative and MSME Office, and other informants who have a connection to the research topic as the main source of information. Secondary data is used to complement and enrich analyses such as RPJMD, and other relevant documents. The data collection technique uses focus group discussion (FGD), observation, and documentation. In processing data, this study uses the Miles and Huberman model in Zuchri Abdussamad which includes data reduction, data presentation, and conclusion drawing [30].

4. RESULTS AND DISCUSSION

4.1. Presentation of Lebak Regency Data

4.1.1. Overview and Issues of Lebak Regency Problems

Lebak Regency is part of Banten Province which is rich in natural and cultural potential. The Central Statistics Agency of Lebak Regency in 2023 shows that the area of Lebak Regency is 3,312.18 km² [31] with a population of 1,433,698 people [32]. This district is divided into 28 sub-districts, 5 sub-districts, and 340 villages. Diverse geographical conditions can certainly be an opportunity and challenge for Lebak Regency. This condition supports the potential in the primary sector, especially agriculture. But it also presents challenges in terms of infrastructure and disasters. Despite being prone to disasters, Lebak Regency seeks to optimize its natural potential through the Regional Spatial Plan (RTRW) by dividing its area into cultivation and protection areas.

Lebak Regency managed to maintain positive economic growth during the 2016-2020 period, including when the Covid-19 pandemic hit until it experienced a deep contraction of minus 0.88% when the national LPE was minus 2.10%. This shows the strong regional economic resilience. Then, the welfare of the people of Lebak Regency

continues to increase, marked by an increase in literacy and life expectancy. As the Literacy Rate increased from 96.68% in 2016 to 99.86% in 2020. To increase regional competitiveness, Lebak Regency focuses on several aspects, namely regional economic capabilities, regional facilities and infrastructure, investment climate, and human resources. However, there are regional development problems such as suboptimal human development, limited economic development and competitiveness, suboptimal regional development, and challenges in realizing good governance. This is related to the lack of optimal access and quality of public services, the lack of development of the industrial sector, limited regional fiscal capacity, and the implementation of the Government Agency Performance Accountability System as a standard for accountability for the performance of local government agencies is still uneven.

In addition to regional development problems, Lebak Regency also considers several issues such as international issues, national issues, and local issues. This issue has made the Lebak Regency government adopt the Sustainable Development Goals (SDGs) as its development planning framework. Then, carrying out 7 national development agendas which are derivatives of the 5 main directions of the President which include Human Resource Development, Infrastructure Development, Simplification of Regulations and Bureaucracy, and Economic Transformation. In addition, conducting a review of the Lebak Regency RPJMD with contemporary developments and also studying strategic issues that exist in other regions.

4.1.2. Lebak Regency Policy

Based on the 2023 Lebak Regency Regional Government Implementation Report (LPPD), Lebak Regency carries the vision of “Lebak as a National Leading Tourism Destination Based on Local Potential”. To realize this vision, Lebak Regency has set several strategic missions as follows:

- a. Optimizing human development;
- b. Optimizing regional economic recovery;
- c. Improving the quality of regional infrastructure;
- d. Maintaining the quality of the environment, and
- e. Realizing good governance.

Based on the Lebak Regency Regional Medium-Term Development Plan stated in the Lebak Regency Regional Government Implementation Report (LPPD) for Fiscal Year 2023 in line with the vision and mission of regional heads, the Lebak Government has prepared various development programs to achieve regional goals. Some of the programs prepared by the Lebak Government are as follows [33]:

TABLE 1: Lebak Regency Program.

No.	Business Areas	Program Name
1.	Education	Program Pengelolaan Pendidikan
2.	Public Works and Spatial Planning	Road Maintenance Program
3.	Environment	Pollution and/or Environmental Damage Control Program
4.	Cooperatives, Small and Medium Enterprises	Empowerment Program for Medium Enterprises, Small Enterprises, and Micro Enterprises (MSMEs)
5.		Cooperative Empowerment and Protection Program
6.	Personnel	Regional Civil Service Program
7.	Trade	Trade Distribution Facilities Improvement Program
8.	Community and Village Empowerment	Village Planning Program
9.	Workforce	Job Training and Workforce Productivity Program
10.	Tourism	Tourism Destination Attraction Improvement Program

Not only that, the Lebak Regency Government is committed to improving the Economic Resilience Index and overcoming problems through various programs in detail, as follows:

- a. Building the Bayah Dome National Geopark as a nature-based and educational tourist destination,
- b. Providing facilities to MSMEs in terms of training, ease of obtaining business legality, and initiating marketing of local products so that they can collaborate with modern retailers. In addition, planning the establishment of a business incubator institution that can develop MSMEs themselves, as well as collaborating with institutions such as banks and Kominfo,
- c. Providing grant assistance to the village and providing guidance on the use of funds so that the funds can be used according to the needs of the village,

- d. Providing mental guidance to the community for villages experiencing severe poverty. One of them is to blend in with community activities such as recitation. This is due to the strong influence of religion in the life of the Lebak people,
- e. Development of electric rail train infrastructure (KRL).

4.1.3. Lebak Regency Performance

The Lebak Regency Regional Government Implementation Report (LPPD) for the 2023 Fiscal Year shows the performance achievements carried out by the Lebak Regency Government. In the document, it is explained that there are various target indicators with the following levels of achievement:

- a. There are 20 target indicators or 83.34% which are rated very high performance;
- b. There are 2 target indicators or 8.33% that are rated high performance;
- c. There are 2 target indicators or 8.33% which are rated as medium performance;
- d. The average realization of the achievement of 24 performance indicators of the Lebak Regency Government in 2023 reached 99.40 or rated very high performance.

In line with the mission of Lebak Regency, the following is an analysis of performance achievements from several fields including the following: human resource development, regional economy, infrastructure, environment, governance:

- a. Increasing the competitiveness of human resources with an average performance achievement of 98.32% with a very high performance rating,
- b. The increase in quality economic growth with an average performance achievement of 94.99% shows very high performance,
- c. The increase in the availability of basic infrastructure with an average performance achievement of 103.21% puts performance very high,
- d. The realization of a sustainable environment with an average performance achievement of 112.96% with a very high performance rating, and
- e. Improving the performance of local government implementation and the quality of public services with an average performance achievement score of 91.97% with a very high performance level.

4.1.4. Factors Affecting the Performance of Lebak Regency

Lebak Regency has shown good performance in recent years. This achievement is inseparable from a number of important factors that are interrelated and support each other, including the following:

- a. Human Resources: this shows that the awareness of human resources in Lebak Regency is increasing, especially in terms of gender development. It is different in the awareness of the importance of education which is still low.
- b. Budget Limitations: in carrying out a strategic program, sufficient funds are required to meet existing needs. However, the reality is that the available funds are not enough to meet the needs to run the existing program. In addition, regional revenue is lower than regional expenditure, thus affecting.
- c. Adequate Basic Infrastructure: the completion of the Situregen-Cigemblong and Ciminyak-Cigemblong multiyear roads and the assistance of the Presidential Instruction program for regional roads.
- d. Strict Regulations: The Lebak Regency Government implements regulations regarding motor vehicle emissions, water pollution, land use, etc., so as to create a sustainable living environment,
- e. Synergy of Regional Apparatus Organizations: effective and efficient cooperation from various OPDs is needed to be able to achieve common goals, so as to produce quality outputs.

4.2. Presentation of Pandeglang Regency Data

4.2.1. Overview and Issues of Pandeglang Regency Problems

Pandeglang Regency is one of the areas located in Banten Province. Based on data from the Central Statistics Agency of Pandeglang Regency in 2023, the population of Pandeglang Regency is 1,312,766 people [34] with an area of 2,746.81 km² [35]. Administratively, Pandeglang Regency consists of 35 sub-districts, 13 sub-districts, and 326 villages. Pandeglang Regency has its own development potential which is divided into three main areas: development, cultivation, and strategic. This is the result of

planning to optimize regional potential, especially in the agriculture, fisheries, tourism, and mining sectors. However, Pandeglang is also vulnerable to natural disasters such as floods, landslides, tsunamis, and volcanic eruptions.

Pandeglang Regency's economic growth and competitiveness have shown fluctuations in the last five years. This is due to the COVID-19 pandemic which has had a significant impact on the economic downturn, especially in the mining sector. Nonetheless, social welfare indicators such as the Literacy Rate continue to increase. To overcome competitiveness problems, Pandeglang Regency identified several main focuses including regional economic capabilities, regional facilities, investment climate, and human resources. Although efforts have been made to overcome the problem, there are still challenges such as low infrastructure, security problems, and the burden of dependence on the population. However, the potential for improvement in the agricultural and tourism sectors opens up great opportunities to increase regional competitiveness. Pandeglang Regency has integrated the Sustainable Development Goals (SDGs) into its development planning. Several indicators have achieved targets, especially in the areas of health and safety. However, there are indicators that need to be improved, especially related to poverty and industry. Continuous efforts are needed to overcome existing challenges, especially in terms of data collection and improving people's welfare.

Not only that, there are problems and also strategic issues that occur in Pandeglang Regency. This district faces a number of development challenges that are divided into several clusters, such as human resources, community empowerment, infrastructure, regional resilience, governance and regional economic competitiveness. Among them are limited access to health services, low level of village independence, suboptimal performance of residential infrastructure, lack of preparedness to face disasters, non-optimal electronic-based governance, and suboptimal management of the tourism sector in supporting regional competitiveness.

Pandeglang Regency not only faces development challenges, but also has to adapt to rapid changes in the global, national, and regional environment. Issues such as the COVID-19 pandemic, climate change, and the industrial revolution 4.0 require Pandeglang Regency to make adjustments in various aspects of life. The main thing that is done is to alleviate poverty, relocate budgets, adapt and mitigate climate change, and prepare various programs to face industry 4.0. Pandeglang Regency still faces various challenges, especially in terms of developing the tourism sector, improving regional connectivity, and community empowerment.

4.2.2. Pandeglang Regency Policy

Pandeglang Regency has a vision of “Pandeglang Blessings, Competitiveness and Prosperity” as a foundation in advancing the region. To be able to realize this vision, the following missions were prepared:

- a. Strengthening infrastructure for access to education, health and economic growth centers;
- b. Encouraging the improvement of the quality of human resources;
- c. Improving the quality of public services;
- d. Increasing the ease of investing in sustainable and environmentally sound management of natural resources;

Increasing community empowerment in an effort to increase the added value of the agriculture, fisheries, tourism, and small and medium industrial sectors. In an effort to achieve this vision, the Pandeglang Regency government has prepared a Regional Medium-Term Development Plan (RPJMD) 2021-2026. The LKjIP document of the Pandeglang Regency Government regarding the 2021-2026 Pandeglang Regency RPJMD shows the commitment of the local government through various strategic programs contained in the 2023 Pandeglang Regency Government LKjIP, some of which are as follows:

In addition, there are several efforts made by the Pandeglang Regency Government in overcoming existing problems and improving the Economic Resilience Index, including:

- a. Increase added value in small and medium industries. In this case, the local government provides service assistance by facilitating product packaging so that the product has a high selling value because it already has a logo and packaging. In addition, the local government provides training, debriefing, and also capital in the field of cooperatives,
- b. Providing guidance to BUMDES in order to optimize the potential that exists in the village. One of them is to assist the village head so that he can empower the villagers;
- c. Comply with the program of poor management activities by providing assistance in business capital development, and carrying out Socio-Economic Opponents

TABLE 2: Pandeglang Regency Program.

No	Strategic Goals	Program Name
1.	Increasing Regional Connectivity	Road Maintenance Program
2.	Improving Healthcare	Health Human Resource Capacity Building Program
3.	Improving the Quality of ICT Implementation in Public Services	Information and Public Communication Program
4.	Improving the Quality of Licensing and Investment Services	Investment Implementation Control Program
5.	Increasing Contribution of the Agriculture and Plantation Sector to GDP	Agricultural Facilities Provision and Development Program
6.	Increasing the Competitiveness of MSMEs and Cooperatives	MSME Empowerment Program
7.	Increasing Average Length of Stay for Tourists	Tourism and Creative Economy Resource Development Program
8.	Increasing Utilization of Labor Potential and Youth Participation	Job Training and Workforce Productivity Program
9.	Improving the Performance of Regency Road Traffic and Transportation Implementation	Road Traffic and Transportation Implementation Program (RTTIP)
10.	Increasing Village Independence	Village Planning Program

Women (PLSE) activities. In addition, giving directions to residents to become productive and independent individuals,

- d. Complying with policies and regulations related to investors, thus creating modern trading,
- e. Improve the quality of sanitation and clean water and improve village access.

4.2.3. Pandeglang Regency Performance

The 2023 Pandeglang Regency Government Agency Performance Report has succeeded in summarizing a number of significant achievements. Based on the 2023 Pandeglang Regency LKjIP, there are several achievements that are based on the average score produced in accordance with the vision and mission of Pandeglang Regency. Performance achievements based on the 2023 vision resulted in 98.18% with a satisfactory interpretation, while the average achievement of mission values was calculated based on the achievement of strategic goals, here are the results:

- a. The achievement of the first mission “Strengthening access infrastructure for education, health and economic growth centers” resulted in an average achievement score of 90.53% with satisfactory assessment criteria.

- b. The achievement of the second mission “Encouraging the improvement of the quality of human resources” shows good performance with an average achievement score of 115.26%, with satisfactory assessment criteria,
- c. The achievement of the third mission “Improving the quality of public services” managed to achieve an excellent level of performance, marked by an average achievement score of 100.44%,
- d. The achievement of the fourth mission “Increasing the ease of investing in sustainable and environmentally sound management of natural resources” achieved satisfactory performance, with an average score of 94.61%;
- e. The achievement of the fifth mission “Increasing community empowerment in an effort to increase the added value of the agriculture, fisheries, tourism, and small and medium industrial sectors” with an average achievement value of 84.37%, the resulting performance can be categorized as satisfactory.

4.2.4. Factors Affecting the Performance of Pandeglang Regency

Based on the results of observations and FGDs that have been carried out, there are factors that affect the performance of Pandeglang Regency, including the following:

- a. Community Role: The community participates in the implementation process, and supervises government programs so that it affects the success of the program, one of which is by prioritizing the productive age and assigning village heads to play an active role.
- b. Economic Resilience Index: Focus on increasing the economic resilience index of disadvantaged regions in Pandeglang Regency,
- c. Economic Transformation: Regional Medium-Term Development Plans (RPJMD) that are being prepared, including portrait data, problems, and strategic issues. The draft RPJMD is almost 80% complete and includes the 2028 performance target.
- d. Budget: The implementation of programs and activities in Pandeglang Regency is highly dependent on the availability of budget. However, due to the limited funds owned, local governments find it difficult to optimize the potential and resources available. This is due to the high dependence on aid funds from the central government (Fiscal Transfer to Regions).

4.3. SWOT Analysis

4.3.1. SWOT Analysis of Lebak Regency

TABLE 3: SWOT Analysis of Lebak.

SWOT Analysis of Lebak Regency		
No.	Factors	Description
1.	Strength (S)	<ol style="list-style-type: none"> 1. Agriculture is the dominant sector for Gross Regional Domestic Product, 27.03% in 2020, 2. Having a strong culture like the Baduy Tribe, 3. Diverse geographical conditions so that Lebak has various tourist attractions such as Geopark Bayah Dome 4. It has various cultural events such as Seba Baduy and Seren Taun Kasepuhan Cisungsang, 5. Actively promoting culture to other regions, 6. There are strict regulations on the environment, 7. There is synergy between OPDs; Dinkop and Kominfo, 8. The awareness of the Lebak community about the importance of gender equality continues to increase, 9. Ease of accessibility due to the Serang-Panimbangan toll road, KRL, and DAMRI Bus, there are even 3 toll exits.
2.	Weakness (W)	<ol style="list-style-type: none"> 1. The agricultural sector makes the economy vulnerable to fluctuations in agricultural commodity prices, 2. It is difficult for people to accept modernization so that it is difficult to develop. 3. Prone to disasters, 4. Human Resources in the Tourism sector has not been optimal so it is difficult to adapt to the developments that occur; 5. The condition of supporting infrastructure and supporting tourist attractions (roads, bridges, electricity, and telecommunication networks) is not optimal, there are even blank spot areas, 6. Public awareness of the importance of education is still low, 7. The budget is limited so that it can hinder infrastructure development. 8. The use of digital technology and conventional media is still not optimal, 9. Investment in the tourism sector is still relatively low.
3.	Opportunity (O)	<ol style="list-style-type: none"> 1. The potential to get financial assistance from the central government, 2. National and regional economic growth can have a positive impact on the Lebak economy, 3. Attracting investors in terms of infrastructure development, 4. Social and cultural changes affect consumption patterns and tourism trends, 5. Cooperation with food processing companies to increase the added value of products, 6. The presence of the Serang-Panimbangan toll road triggers the growth of industrial areas, 7. Cooperation with the nature loving community in promoting tourism and culture.
4.	Threats (T)	<ol style="list-style-type: none"> 1. Changes in regional heads can affect existing policies and regulations, 2. Vast protected forest areas limit massive industrial growth 3. Market price fluctuations, 4. Changes in lifestyles and cultural values have an impact on the preservation of local culture, 5. Competition between regions in attracting investment and tourists, 6. The existence of industrial estates can cause B3 waste pollution, 7. The existence of a new disease (monkeypox) can have an impact on the level of public health.

4.3.2. IFAS and EFAS Lebak Regency

To gain an in-depth understanding of the condition of Lebak Regency, a SWOT analysis consisting of two main components, namely IFAS and EFAS, was carried out. EFAS will study internal factors while IFAS will analyze the external environment that can affect Lebak Regency. Based on the results of IFAS and EFAS conducted in Lebak Regency, it was found that the internal factors of Lebak Regency achieved good results, namely with a score of 3.51, while the external factors of Lebak Regency got lower results, namely 3.24. However, overall Lebak Regency is at the point (-0.21, 0.61).

4.3.3. SWOT Analysis of Pandeglang Regency

4.3.4. IFAS and EFAS Pandeglang Regency

EFAS is used to identify internal strengths and weaknesses, as well as IFAS which focuses on external opportunities and threats. The two complement each other to provide a comprehensive overview of the strategic position of Pandeglang Regency. The results of IFAS and EFAS analysis show that Pandeglang Regency has a slightly lower score of internal factors (3.32) compared to external factors (3.45). In addition, Pandeglang Regency is in the position (-0.04, 0.36).

4.3.5. Positioning

Based on EFAS and IFAS analysis, both Lebak Regency (-0.21, 0.61) and Pandeglang Regency (-0.04, 0.36) are generally in the conservative quadrant in the space matrix. The position of the two in the conservative quadrant gives an idea that the district needs to prioritize strengthening internal factors. This aims to increase competitiveness and reduce the risk of changes in the external environment. Thus, new evaluations and strategies are needed to be able to continue to survive and develop.

5. CONCLUSION

Village development in Indonesia has undergone a paradigmatic transformation after Law No. 6 of 2014 concerning Villages. The focus of village development now is no longer only on building villages, but on making villages develop. The Basic Instruction

TABLE 4: SWOT Analysis of Pandeglang.

SWOT Analysis of Pandeglang Regency		
No.	Factors	Description
1.	Strength (S)	1. Agriculture is the dominant sector for Gross Regional Domestic Product, 27.03% in 2020, 2. Having a strong culture like the Baduy Tribe, 3. Diverse geographical conditions so that Lebak has various tourist attractions such as Geopark Bayah Dome 4. It has various cultural events such as Seba Baduy and Seren Taun Kasepuhan Cisungsang, 5. Actively promoting culture to other regions, 6. There are strict regulations on the environment, 7. There is synergy between OPDs; Dinkop and Kominfo, 8. The awareness of the Lebak community about the importance of gender equality continues to increase, 9. Ease of accessibility due to the Serang-Panimbangan toll road, KRL, and DAMRI Bus, there are even 3 toll exits.
2.	Weakness (W)	1. Limited funds make it difficult for local governments to optimize their potential and resources, 2. Limited access to transportation and low connectivity, 3. Not getting added value from agricultural products, 4. Vulnerability to natural disasters, 5. Doesn't have a modern shopping mall like a mall 6. It is difficult for people to accept changes because they are worried that they can shift religious values.
3.	Opportunity (O)	1. Pandeglang Regency Regional Regulation Number 2 of 2020 provides a wide opportunity for the growth of regional industrial estates, 2. Serang-Panimbang toll road infrastructure supports the development of industrial estates, 3. Support from the central government regarding the budget, 4. The use of regional autonomy in developing policies that are more responsive to local needs such as tourism and MSMEs 5. Reactivation of Electric Rail Trains as ease of accessibility. 6. Increase inquiry productivity by adopting modern technology and developing the market 7. Improving the quality of human resources through education and training
4.	Threats (T)	1. Political instability can hinder investment, reduce investor confidence, and disrupt the implementation of development programs. 2. The emergence of new tourist destinations with similar or more interesting uniqueness and attraction in other areas, 3. Other regions offer more attractive incentives and investment facilities for investors, 4. Changes in lifestyle and cultural values have an impact on the preservation of local culture and people's lifestyles, 5. Environmental damage due to unsustainable exploitation of natural resources can threaten the sustainability of ecosystems, 6. Dependence on certain commodities (e.g. agriculture) makes Pandeglang vulnerable to global price fluctuations, 7. The emergence of new technologies could disrupt traditional sectors and create tougher competition.

for Regional Development in Indonesia (IPDK) makes the Developing Village Index (IDM) an important benchmark to assess the success, progress, and welfare of villages. IDM measures village independence from all aspects, including social, economic, and environmental, through aspects of development such as infrastructure, education, health,

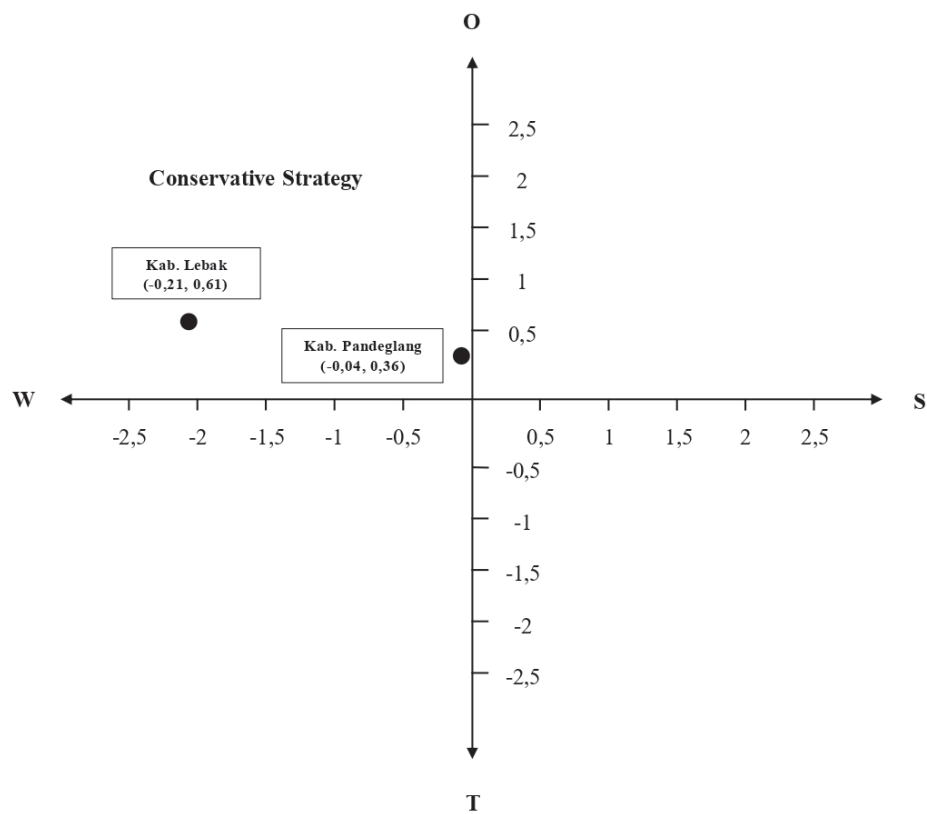


Figure 1: Positioning Matrix of Lebak and Pandeglang.

and economic level. The results of the study show that the two districts have their own challenges in improving the status of disadvantaged villages to developing villages. Local governments certainly have their own efforts in facing these challenges, one of which is by utilizing the potential in the agriculture, tourism, economy, and BUMDES creativity sectors. The recommendations that can be used as development suggestions for Lebak Regency and Pandeglang Regency, are as follows:

a. Pandeglang Regency:

- 1) Development of integrated tourist areas: Integrate various existing tourist destinations into one attractive area.
- 2) Construction of modern shopping malls: Facilitate the construction of shopping malls that sell local products to increase added value.
- 3) Superior product development: Focus on the development of processed agricultural products and handicrafts.
- 4) Culture-based tourism and agribusiness: Developing historical tourism destinations such as ancient sites, historical buildings, or traditional villages and holding

cultural festivals regularly, such as art festivals, customs, or Pandeglang culinary specialties.

b. Lebak Regency:

- 1) Preservation of Baduy culture: Developing sustainable tourism and respecting the customs of the Baduy people.
- 2) Organic farming development: Supporting farmers in producing high-value organic agricultural products.
- 3) Ecotourism development: Utilizing the existing natural potential to develop ecotourism.
- 4) Nature-based tourism (especially Baduy), organic farming, and handicrafts: Designing programs that involve the Baduy community in the planning and management of tourist villages. This will ensure the sustainability of tourism and maintain cultural authenticity, as well as provide supporting facilities such as eco-friendly lodging, local food stalls, and experienced tour guides..

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