SUMMARY

SODAK MAHARISI. The Strategies of Urban Agriculture Development in South Tangerang City. Under direction of MACHFUD and AGUS MAULANA.

South Tangerang City is a new autonomous region which was part of Tangerang Regency of Banten Province. Located in the eastern province of Banten and has a strategic position since it is located on the shaft of Jabodetabek and a buffer area of Jakarta Capital City. As urban areas with high population density, the agricultural sector contributes very little to the economy of South Tangerang City. Agricultural sector contribution to the GDP of South Tangerang City in 2011 in the amount of 0.86% based on current market prices and 0.96% based on constant prices. Land used for agricultural activities covering 2,794.41 ha (18.99%) be in the form of paddy fields, fields and gardens, and 137.43 ha (0.93%) be in the form of lake or pond. The largest land use in South Tangerang City was housing and settlement covering 9,941.41 ha (67.54%). Since characteristics of urban areas, agricultural sector development can be directed to urban agriculture development in accordance with the characteristics of the territory.

Various planning of South Tangerang City Government’s documents (RTRW, RPJPD, RPJMD and Renstra Dinas Pertanian dan Ketahananan Pangan) have described the general development strategies in South Tangerang City, but not specifically describe the strategies of urban agriculture of medium-and long-term in accordance with the characteristics of the region and how to achieve it.

This study aimed to (1) formulated a vision, mission, goals and objectives of urban agriculture development in South Tangerang City in accordance with the characteristics of the region, (2) generate internal and external environment evaluation that influence urban agriculture development in South Tangerang City and (3) generate strategies alternative of urban agriculture development in South Tangerang City. This study used a descriptive method. The methods of processing and analyzing data using content analysis, paired comparison, the evaluation of external and internal factors, IE matrix analysis and balanced scorecard.

Based on an analysis of the stakeholder expectations, urban agriculture foresight and literature study, urban agriculture development in South Tangerang City is more aimed to increasing income and welfare of the people (economic perspective). The vision statement formulation of urban agriculture development in South Tangerang City is "Urban Agriculture that Welfare of South Tangerang City Society". While the mission statement formulation is "Improving the Urban Agriculture's Contribution to South Tangerang City Economy Through the Implementation of Regulations and Facilitation".

The external factors evaluation showed that the farmer’s human resources quality as external factor has the highest weight (0.126) or most important to be addressed. While the convergence of the agricultural sector with other sectors (weight 0.084) is an opportunity that is considered the least important. Farmer’s human resources quality as the threat had the highest rating value (2.3) or the most able to be handled. While the factor of the agricultural culture in society has the lowest value (1.8) or at least able to be utilized. EFE value showed the
number 2,060. This value describes the ability of the South Tangerang City Government response in utilizing the opportunities and handling the various threats just average.

The internal factors evaluation showed that commitment of regional head as the most important strength (weight 0.179). While the availability of facilities and infrastructure that supports urban agriculture as the weakness factor is considered least important (weight 0.104) to be handled. The internal factor commitment of regional head is the main strength (rating 3.8). While the availability of facilities and infrastructure that supports urban agriculture is a main weakness (rating 1.2).

IFE value showed the number 2,741, indicates that the internal strength of the South Tangerang City Government in developing urban agriculture is average.

Based on internal and external factors evaluation which is IFE 2,741 on the X axis and EFE 2,060 on the Y axis, the position of urban agriculture development in South Tangerang City is located on the cell V. This showed the internal position of the South Tangerang City Government and its ability to respond the external factors in the urban agriculture development is average. The best strategy is to control the hold and maintain strategies, where strategies are commonly used are market penetration and product development (David 2011). Strategies hold and maintain interpreted as strategies to continue to implement programs and activities that have been going on but still endeavor to increase effectiveness and efficiency. Implementation of programs and activities can be focused on commodities or products development which has high economic value. Market penetration strategy can be interpreted as a strategy to augment the services or facilitating the urban agriculture development. The strategy of product development can be interpreted as an attempt to create other types of services that have not been implemented yet.

The external and internal environment analysis can also describe in what factors South Tangerang City Government should focus on taking advantage of the opportunities and strength or handling the threats and weakness. In this case the power of budget support and commitment of regional leader were chosen as the focus to formulating the strategies. Strategies that can be applied to the urban agriculture development in South Tangerang City are to (1) improve the effectiveness and efficiency of the implementation of the various programs and activities, (2) involve more people on urban agriculture activities, (3) improving the quality of farmer’s human resources or agricultural entrepreneurs, (4) focus on developing of agricultural activities or the commodities that generate substantial economic benefits, and (5) develop regulations related to urban agriculture.

**Keyword:** South Tangerang City, public sector, strategic planning, urban agriculture, IFE matrix, balanced scorecard