THE DEVELOPMENT STRATEGY OF SAUMLAKI ISLAND MARINE DEFENCE AREA EMPOREMENT

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ABSTRACT

Saumlaki Island is the capital of the Tanimbar Islands Regency. Geographically, it is located at coordinates 125^0 45'-133^0 East Longitude and 6^0–8^0 30' South Latitude with an area of 5,936 km^2. Saumlaki Island has a very strategic value because it is directly adjacent to Australia, so it is very vulnerable to border problems, smuggling and illegal fishing. The strategy for developing the empowerment of the marine defence area of Saumlaki Island using the SWOT and Borda methods by considering aspects of the military, social, security, political, economic, human resources, natural resources, and geography. The stages carried out is identification and evaluation of factors, strategy selection with SWOT quadrant matrix followed by SWOT and Borda matrices. The results showed that the strategy for developing the empowerment of the marine defence area of Saumlaki Island that was chosen was the Stability Strategy which is a strategy by maximizing the improvement of weakness factors (Weaknesses) to take advantage of opportunities (Opportunities).

Keywords: Saumlaki Island, SWOT Method and Borda.

1. INTRODUCTION

Empowerment of maritime defence areas (Dawilhanla) is an activity carried out in order to prepare all maritime potentials possessed in order to realize the first deterrent force in facing all threats and disturbances that can hinder national development. In building sea power, it is not only a fleet of warships, but also includes all the potential of sea power such as commercial fleets, fishing fleets, the maritime service industry (Injasmar), and the maritime community (Marsetio, 2013). Therefore, in the strategy of developing the empowerment of the marine defence area on Saumlaki Island, it is necessary to consider regional potential, community economic conditions, social culture of the community, local wisdom, national resilience and security conditions.

Based on the above problems, this study offers a strategy for developing the empowerment of the marine defence area on Saumlaki Island based on the concept of strategic management theory that has been adapted to the vision, mission and government policy on the World Maritime Axis as well as several development strategies for the empowerment of defence areas. The purpose of this research is to formulate, determine alternative and priority strategies for developing the empowerment of the marine defence area of Saumlaki Island so that it is expected to provide input to all stakeholders.

In this study using the integration of strength, weakness, opportunity, threat (SWOT) analysis methods *and the* borda method is used in formulating a strategy for developing the empowerment of the marine defence area of Saumlaki Island. SWOT analysis is used in order to formulate and provide alternative development strategies for the empowerment of the marine defence area of Saumlaki Island. Borda method is used to determine the priority of the selected strategy.

2. MATERIALS AND METHODS

2.1 Strategy Theory

Navy officer in his book "The Influence of Sea Power Upon History" puts forward the theory that sea power is the most important element for the progress and glory of a country, which if these sea powers are empowered, it will increase prosperity and security a country. On the other hand, if these sea powers are ignored, it will result in losses for a country or even bring down the country (Mahan, 1890).

Conceptually, many scholars use MIDLIFE (military, intelligence, diplomacy, law, information, finance, economics) to refer to the categories of tools available to policy makers (Inserra, 2017). Therefore, the strategy developed must consider the role of military, intelligence, diplomatic, legal, information, financial, and economic elements (MIDLIFE).

2.2 The Jalesveva Jayamahe Navy Doctrine

Preparation of all national resources which include the dimensions of Space, Tools and Conditions (RAK) as a reserve and support component that is ready to be used in the context of support national defence tasks at sea. The Jalesveva Jayamahe Doctrine explains the layered defence field, where in the implementation of the Archipelago Marine

Defence Strategy (SPLN) it is arranged in the form of a layered defence operation title and a sea control operation title. Layered defence implies that the enemy must be prevented and destroyed outside the territorial waters of the national jurisdiction, to prevent the opponent from entering Indonesian waters. Therefore, the marine defence field is arranged in layers of *defence*.

2.3 SWOT and Borda method

The SWOT analysis method is used to identify and formulate several strategies for developing the empowerment of the marine defence area of Saumlaki Island. The SWOT analysis method used in the development strategy is integrated with the MIDLIFE strategic area corridor with Alfred Thayer Mahan's theoretical approach.

Borda is a voting method used in group decision making for a single winner or multiple winner selection. Borda determines the winner by assigning a certain number of points to each alternative. Furthermore, the winner will be determined by the number of alternative points collected. In a group decision support system, one of the problems that is often faced is how to aggregate the opinions of decision makers to produce the right decision.

3. RESULTS AND DISCUSSION

3.1 Research Flowchart

This research is divided into four stages, namely sequential research activities starting from the identification stage, data collection stage, analysis and data processing stage and conclusions. Can be seen in Figure 1.
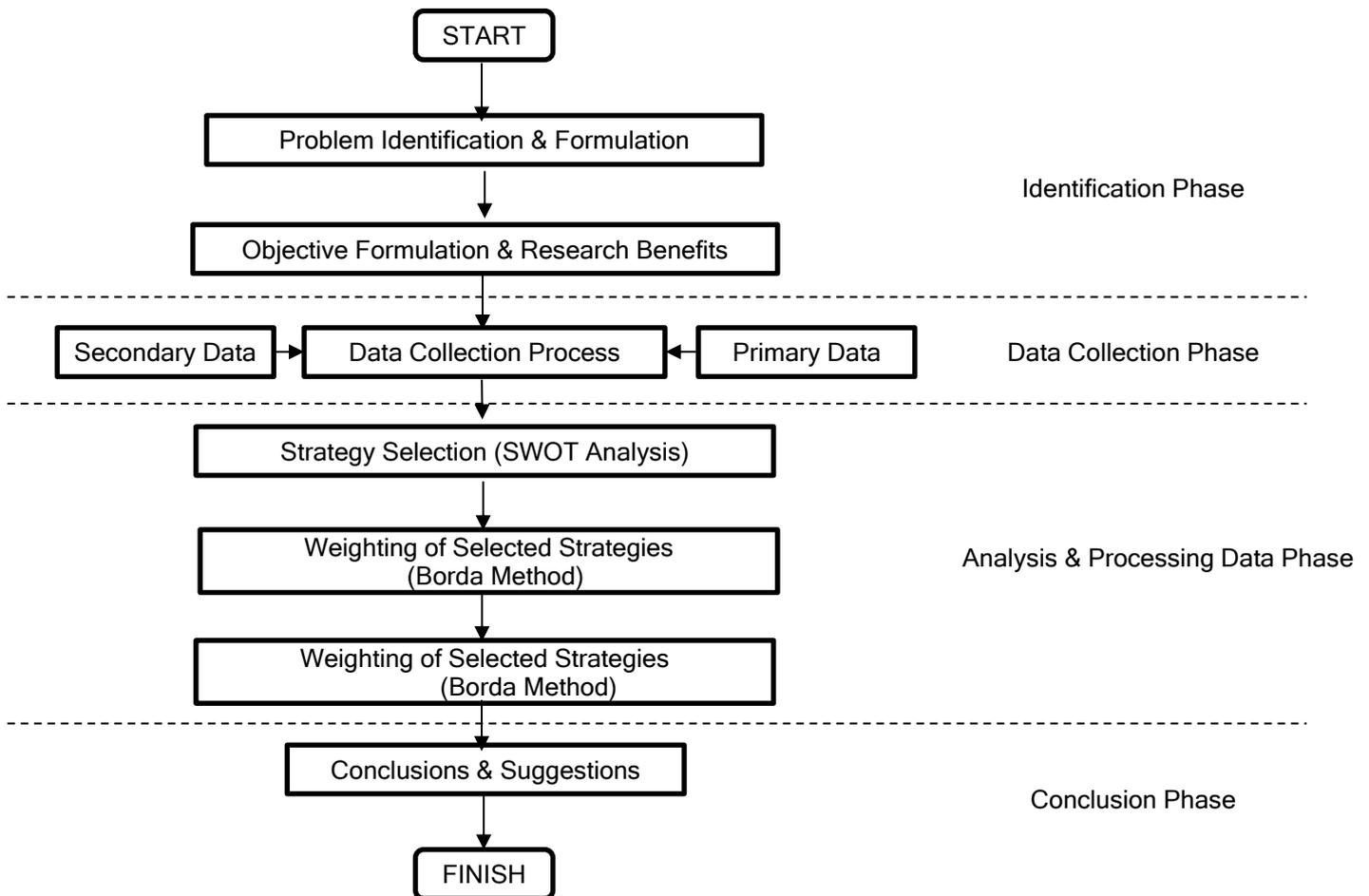

Figure 1. Research Flowchart

3.2 Research Object

The object of research is everything that is at the core of the formulation of the problem in research (Sugiyono, 2009). The research object includes the variables to be studied. The object of this research is the resources of Saumlaki Island for the development of the marine defence area of Saumlaki Island.

Figure 2. Map of Research Location

<table>
<tr><td>3</td><td>.........</td><td>...</td></tr>
<tr><td>4</td><td>Opportunity n</td><td>On</td></tr>
<tr><td colspan="2">Threats _</td><td></td></tr>
<tr><td>1</td><td>Threat 1</td><td>T1</td></tr>
<tr><td>2</td><td>Threat 2</td><td>T2</td></tr>
<tr><td>3</td><td>.........</td><td>...</td></tr>
<tr><td>4</td><td>Threat n</td><td>Mr</td></tr>
</table>

3.3 Research Steps

This method is used as part of the main framework in making strategic priorities and determining the weighting value through a comparative analysis process until the final stage of the research.

3.3.1. Identification of internal and external factors

Identifying factors that influence research objectives internally is an activity to determine the strength and weaknesses factors. While identifying external factors is an activity to determine the factors of Opportunities and Threats (Siwu, 2012).

Table 1. Identification of Internal Factors (IFI)

NO	FACTOR	*Code*
Strength _ _		
1	*Strength* 1	S1
2	*Strength* 2	S2
3	*.........*	...
4	*Strength* n	Sn
Weaknesses _		
1	*Weakness* 1	W1
2	*Weakness* 2	W2
3	*.........*	...
4	*Weakness* n	Wn

Table 2. Identification of External Factors (IFE)

NO	FACTOR	*Code*
Opportunity		
1	*Opportunity* 1	O1
2	*Opportunity* 2	O2

3.3.2. Evaluation of Internal and External Factors

Evaluating internal factors is the result of evaluating internal factors in the form of a matrix in the form of a strategy formulation tool containing the main strengths and weaknesses in the marine defence area of Saumlaki Island. Similarly, evaluating internal factors that produce a strategy formulation matrix containing Opportunities and Threats. Furthermore, the internal/external factors are weighted as in the table below (Rizal, 2016).

Table 3. EFI and EFE Matrix Weighting

Main Internal Factors	Weight	Rating	Weight Score
Strength _ _			
1. Strength 1	-	-	-
2. Strength 2	-	-	-
3. Strength 3	-	-	-
4. …………...	-	-	-
5. Strength n	-	-	-
Weaknesses _			
1. *Weaknesses 1*	-	-	-

	Weight	Rating	Weight Score
2. *Weaknesses 2*	-	-	-
3. *Weaknesses 3*	-	-	-
4. ………………..	-	-	-
5. *Weaknesses n*	-	-	-
Total	**-**		**-**
Key External Factors	**Weight**	**Rating**	**Weight Score**
Opportunities _ _			
1. Opportunities 1	-	-	-
2. Opportunities 2	-	-	-
3. Opportunities 3	-	-	-
4. ………………..	-	-	-
5. Opportunities n	-	-	-
Threats _ _			
1. *Threats 1*	-	-	-
2. *Threats 2*	-	-	-
3. *Threats 3*	-	-	-
4. ………….	-	-	-
5. *Threats n*	-	-	-
Total	**-**		**-**

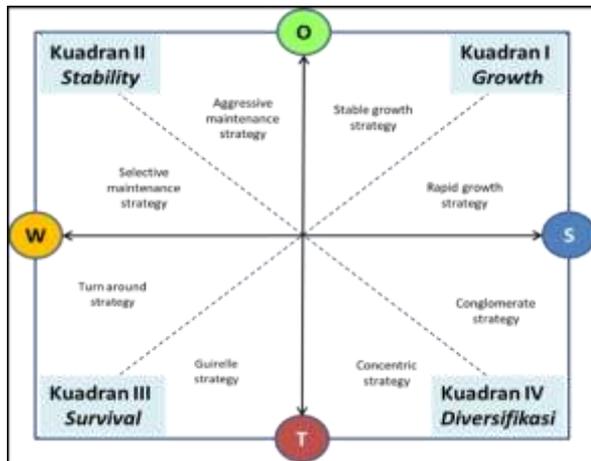### 3.3.3. SWOT Quadrant Matrix

Figure 3. SWOT Quadrant Matrix

The position of the intersection of the SWOT Matrix Quadrant lines can be determined through the score results of strengths, weaknesses, opportunities and threats (Wardoyo, 2011).

Table 4. SWOT Matrix Intersection Analysis

No	Strategic Factor	Score	Axis
1	Strength (S)	....	X Axis (S - W)
2	Weakness (W)	....	
3	Opportunity (O)	....	Y axis (O - T)
4	Threat (T)	....	

3.3.4. SWOT Matrix

The choice of strategy was obtained from the SWOT Quadrant matrix then performs matching with the SWOT Matrix to obtain a strategy (Gretzky, 2010).

Table 5. Research SWOT Matrix Schematic

	Strength (S) - …………. - ………….	**Weakness (W)** - …………….. - ……………..
link. Internal link. External		
Opportunity (O) - …………. - ………….	**SO Strategy** ………….	**Strategy W-O** ………………
Threat (T) - …………….. - ……………..	**ST strategy** ………………..	**WT Strategy** ………………..

4. Results and Discussion

In analyzing with the SWOT method approach, the stages of identifying aspects and criteria that become variables in the study are carried out. The Variable Identification Stage is carried out by conducting a literature study and conducting interviews with Experts. From the process of understanding the literature study and conducting interviews with the Experts, it was found that the variables were influential. The following is the identification of the variables shown in table 4.1.

Table 6. Aspects and Criteria that affect

Aspect	No	Criteria
	1	Naval base defence equipment of Saumlaki
	2	KRI Fleet
	3	Indonesian Navy
	4	Indonesian Navy maritime potential staff

	5	Military Training	
	6	Military Training Area	
Social	1	Spirit of Patriotism	
	2	Cultural assimilation	
Security	1	*Covered Area* Patkamla	
	2	Smuggling	
	3	Illegal Fishing KIA	
	4	Terrorism	
	5	Cross country border	
	6	Kamla Operations Strategy	
	7	Intelligence Ability	
Political	1	Government policy	
	2	Maritime Potential	
	3	Defence diplomacy	
	4	Territorial Development	
	5	Infrastructure Empowerment	
	6	Maritime community empowerment	
Economy	1	Shipping and Flight Volume	
	2	Maritime Industry	
	3	Maritime Tourism	
	4	Commercial Fleet	
	5	Fishing Fleet	
	6	The price disparity of basic commodities	
Natural Resources	1	Biological natural resources	
	2	Natural beauty	
HR	1	Maritime Society	
	2	Lanal Saumlaki personnel	
	3	Stakeholders	
SDB	1	airport	
	2	Public Port	
	3	Health facility	
	4	Education facility	
	5	Electronic Observation Facilities	
Geography	1	Geographical location	
	2	Weather	

4.1. Identification of Internal Factors (IFI)

Identification of internal factors in the strategy of developing the marine defence area of Saumlaki Island in facing the threat of marine security in Saumlaki Island is carried out through interviews/interviews and questionnaires with experts, namely assessing criteria with the provisions of 1. Very little, 2. Little, 3. Quite a lot, 4. Very much .

If the criterion value is greater/equal to three (≥ 3) then the criterion is strength. If it is less than three (< 3) then the criterion is a weakness. The following is a table that shows answers from participants or respondents from interviews/interviews with experts regarding the identification of internal factors:

Table 7. Strength Factor (*Strength*)

NO	Strength	*Code*
1	KRI Fleet	S1
2	Maritime Society	S2
3	Commercial Fleet	S3
4	Public Port	S4
5	Biological resources	S5
6	TNI AL	S6
7	Indonesian Navy Spotmar	S7
8	Airport	S8
9	Natural beauty	S9
10	Education facility	S10

Based on the criteria that are weaknesses in the marine defence area of Saumlaki Island, they are as follows:

Table 8. Weakness Factor (*Weakness*)

NO	Weaknesses _	*Code*
1	Naval base defence equipment of Saumlaki	W1
2	Shipping and Flight Volume	W2
3	Fishing Fleet	W3
4	Navy base of Saumlaki personnel	W4
5	Electronic observation facilities	W5
6	Military Training Area	W6
7	Health facility	W7
8	Maritime Tourism	W8
9	Maritime Industry	W9
10	*Covered Area* Patkamla	W10

4.2. Identification of External Factors (IFE)

Identification of external factors is carried out through interviews/interviews as well as questionnaires with experts, namely assessing criteria with the provisions of 1. Very Threatening Conditions, 2. Threatening Conditions, 3. Supporting Conditions, 4. Very Supporting Conditions. If the criterion value is greater/equal to three (≥ 3), then the criterion is an opportunity. If it is less than three (< 3) then the criterion is a threat.

The following is a table that shows answers from participants or respondents from interviews/interviews with experts regarding the identification of external factors:

Table 9. *Opportunity* Factor

NO	Opportunity (*Opportunity*)	Code
1	Maritime community empowerment	O1
2	Government/Navy Policy	O2
3	Kamla Operations Strategy	O3
4	Territorial Development	O4
5	Infrastructure Empowerment	O5
6	Maritime Potential	O6
7	Intelligence Ability	O7
8	Military Training	O8

9	Stakeholders	O9
10	Spirit of Patriotism	O10
11	Defence Diplomacy	O11

Based on the criteria that pose a threat to the marine defence area of Saumlaki Island are as follows:

Table 10. Threat Factor (*Threat*)

NO	Threats	Code
1	*Illegal Fishing*	T1
2	The price disparity of basic commodities	T2
3	Geographical location	T3
4	Weather	T4
5	Smuggling	T5
6	Terrorism	T6
7	Cross country border	T7
8	Cultural Assimilation	T8

4.3. Internal Factor Evaluation Matrix (EFI)

The following is a table that shows answers from participants or respondents from *interviews* with *experts* regarding Internal Factor Evaluation (EFI).

Table 11. Internal Factor Evaluation (EFI)

NO	Factor	Code	Weight	Rating	Score
Strength					
1	KRI Fleet	S1	0.175	3	0.524
2	Maritime Society	S2	0.160	3	0.480
3	Commercial Fleet	S3	0.098	2	0.196
4	Public Port	S4	0.120	3	0.360
5	Biological resources	S5	0.062	3	0.185
6	TNI AL	S6	0.102	2	0.204
7	Indonesian Navy Spotmar	S7	0.156	2	0.313
8	Airport	S8	0.065	3	0.196
9	Natural beauty	S9	0.036	2	0.073
10	Education facility	S10	0.025	2	0.051
Total			**1**	**Score**	**2,582**
Weaknesses					
1	Naval base defence equipment of Saumlaki	W1	0.178	4	0.713
2	Shipping and flight volume	W2	0.127	3	0.382

NO	FACTOR	Code	Weight	Rating	Score
3	Fishing Fleet	W3	0.105	3	0.316
4	Navy base of personnel	W4	0.167	3	0.502
5	Observation facilities electronics	W5	0.142	2	0.284
6	Military Training Area	W6	0.062	2	0.124
7	Health facility	W7	0.084	3	0.251
8	Maritime Tourism	W8	0.069	3	0.207
9	Maritime Industry	W9	0.025	3	0.076
10	*Covered Area* Patkamla	W10	0.040	3	0.120
Total			**1**	**Score**	**2,975**

4.4. External Factor Evaluation (EFE) Matrix

Table 12. External Factor Evaluation (EFE)

NO	FACTOR	Code	Weight	Rating	Score
Opportunity					
1	Maritime community empowerment	O1	0.164	4	0.655
2	Government/Navy Policy	O2	0.133	3	0.400
3	Kamla Operations Strategy	O3	0.142	3	0.427
4	Territorial Development	O4	0.103	2	0.206
5	Infrastructure Empowerment	O5	0.136	3	0.409
6	Maritime Potential	O6	0.088	3	0.264
7	Intelligence Ability	O7	0.073	2	0.145
8	Military Training	O8	0.042	2	0.085
9	Stakeholders	O9	0.067	2	0.133
10	Spirit of Patriotism	O10	0.024	3	0.073
11	Defence Diplomacy	O11	0.027	3	0.082
Total			**1**	**Score**	**2.88**
Threats					
1	*Illegal Fishing*	T1	0.217	4	0.867
2	The price disparity of basic commodities	T2	0.150	3	0.450
3	Geographical location	T3	0.139	2	0.278
4	Weather	T4	0.161	3	0.483
5	Smuggling	T5	0.167	2	0.333
6	Terrorism	T6	0.078	2	0.156
7	Cross country border	T7	0.061	2	0.122
8	Cultural Assimilation	T8	0.028	1	0.028
Total			**1.0**	**Score**	**2.72**

The following is a table that shows answers from participants or respondents from interviews with experts regarding External Factor Evaluation.

4.5. Strategy Selection

The selection of the strategy formulation for the development of the empowerment of the marine defence area of Saumlaki Island can use the SWOT Quadrant Matrix (Yoeti, Oka A. 1996). SWOT Quadrant Matrix is used as a method to find the point of intersection of internal factors and external factor analysis. With the intersection of the four lines of Strengths, Weaknesses, Opportunitiesand Threats from the development of the empowerment of the marine defence area of Saumlaki Island. The intersection of these four lines can be used to determine the position of the strategic quadrant and

the type of strategy that is suitable. The results of the analysis of the intersection of the lines and the SWOT matrix are determined in the following coordinate table.

Table 13. SWOT Matrix Intersection Analysis

Score				X-axis	Y-axis
S	W	O	T	(S - W)	(O - T)
2.58	2.97	2.88	2.72	- 0.39	0.16

The strategy for developing the empowerment of the marine defence area of Saumlaki Island is in quadrant II position so the strategy can be described by the following SWOT Matrix.

Table 14. WO (*Weakness - Opportunity*) Strategy

Code	Weakness	Opportunities	Strategies
WO1	W1, W4, W5	O2	Improving Navy base of Saumlaki Capability by leveraging *MEF* policy opportunities TNI AL
WO2	W10	O1, O3, O7	Formation of SNQR *(Saumlaki Naval Quick Respond)* As Operations strategy Kamla
WO3	W7	O2, O9	Improving the health facilities of the people of Saumlaki Island with Government policies through programs Ministry of Health and Navy
WO4	W2	O2,O5	Increase shipping volume with the government's sea toll policy and empower the infrastructure of 2 public port docks to improve the community's economy Saumlaki Island.
WO5	W3, W8, W9	O1, O2, O6	Improving maritime tourism and the maritime industry in the fisheries sector with government policies and empowering the maritime community as well as the maritime potential of Saumlaki Island
WO6	W6	O8	Utilizing the Waters of Saumlaki Island as a military training area.

From the formulation of the strategy for developing the empowerment of the Saumlaki Island marine defence area above, weighting is carried out for the selection of priorities from the strategy obtained through strategic ranking from interviews and questionnaires by experts.

Figure 4. Strategy Ranking

5.   CONCLUSION

This research consists of several stages in achieving the objectives to be achieved. Starting from the stage of identifying problems, formulating strategies to determining strategic priorities. Based on the stages carried out, conclusions can be drawn, including:
a.   The strategy for developing the empowerment of the marine area of Saumlaki Island that was chosen with the current conditions is the Stability Strategy which is a strategy that maximizes the improvement of weaknesses to take advantage of opportunities.
b.   Based on the research results, obtained 6 strategies. The results of the weight calculation show that the WO 1 strategy has the highest weight and is a priority strategy, namely Improving Lanal Saumlaki's Capability by taking advantage of the Indonesian Navy 's *MEF policy opportunities so as to support Navy base of Saumlaki patrols and marine operations.*

The results of the research that have been carried out and after drawing conclusions, there are several suggestions for both the next author and the government and the Indonesian Navy, which include:
a.   Subsequent research can plan the stages of implementing the strategy for developing the empowerment of the marine defence area of Saumlaki Island with a Roadmap.

b. Maximizing and continuing the sea toll government policies with sea toll ship routes to local ports, especially the port of Saumlaki Island by empowering people's shipping such as pioneering ships and EMKL (Sea Ship Loading Expeditions) in the Southeast Maluku area .

c. The Indonesian Navy pays attention to the border areas and the foremost islands, especially Saumlaki Island, in improving the capabilities of the Saumlaki Lanal which is part of the fortress of the territory of the Unitary State of the Republic of Indonesia.

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