

## ANALYSIS OF THE NAVAL'S STRATEGIC PLANNING IN FACING MARITIME THREAT TOWARDS INDONESIA AS A WORLD MARITIME AXIS

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DOI: <https://doi.org/10.37875/asro.v14i03.524>

Manuscript received 2<sup>nd</sup> August 2023, Revised 21<sup>st</sup> August 2023, Published 8<sup>th</sup> September 2023

### ABSTRACT

According to Law Number 29 of 2007, the Provincial Government of the Special Capital Region of Jakarta confirms Jakarta as the State Capital of Indonesia. Based on the SWOT analysis results, researchers found that the relocation of IKN has more strengths and opportunities than weaknesses and threats, so the relocation of IKN is expected to positively impact the Indonesian economy, especially in facing maritime threats. Maritime threats are a global issue that has continued to grow in the last few decades. In the interests of the nation and state, the maritime domain has political, economic, social, and military aspects with very strong weight as tools for developing national interests. The widespread use of the sea in the era of globalization has given rise to various concepts of thought about maritime security. However, from the perspective of a comprehensive approach, maritime security is understood as the combination of preventive and responsive measures to protect the maritime domain against threats and intentional unlawful acts. maritime security challenges and issues include piracy and armed robbery, maritime terrorism, illicit trafficking by sea, small arms and light weapons trafficking, human trafficking, global climate change, and cargo theft. These challenges continue to develop from time to time in various forms.

**Keywords:** Maritime Security, Threats, Prevention Efforts.

### 1. INTRODUCTION

Jakarta was designated as the capital based on Law Number 29 of 2007 concerning the Provincial Government of the Special Capital Region of Jakarta as the Capital of the Unitary State of the Republic of Indonesia. The plan to move the capital city of Jakarta has increasingly received attention after the reform era. Jakarta is carrying an increasingly heavy burden because it functions as the center of government and the economy. Thousands to millions of people come from various regions to try their luck in the capital, so Jakarta, which in the colonial era was designed for only 600 thousand people, today is filled with 10 million residents.

Planning to move Indonesia's capital has been planned since 1957 when President Soekarno initiated the move of IKN to Palangka Raya when inaugurating the city as the capital of Central Kalimantan. Then in 1997, President Soeharto issued Presidential Decree Number 1 of 1997 concerning coordination of the development of the

Jonggol area as an independent city intended as the center of government. In 2003, President Susilo Bambang Yudhoyono also offered a scenario of keeping Jakarta as the capital but planning and actually building it or moving the center of government out of Jakarta.

Indonesia's capital city, IKN, will be relocated to North Penajam Paser Regency and Kutai Kartanegara Regency, East Kalimantan Province. The selection and selection criteria for East Kalimantan for the new IKN include high location accessibility, close to two big cities, Balikpapan and Samarinda, heterogeneous and open population structure, low potential for conflict, Defense can be supported by the Tri Dimensions of Land, Sea, Air, and main infrastructure that complete because it is supported by airports and ports, raw water from 3 existing reservoirs, 2 planned reservoirs, 4 rivers and 4 river basins. The IKN development period begins in 2022, and the long-term IKN planning period it is projected until 2045.

Understandably, the relocation of the National Capital (IKN) in this era of globalization has given birth to various concepts of thought about maritime security. From the perspective of a comprehensive approach, maritime security is understood as the combination of preventive and responsive measures to protect the maritime domain against threats and intentional unlawful acts.

In the current era of globalization, transnational crime has grown so rapidly. This type of crime is committed by non-state actors such as human smuggling syndicates, drug and drug cartels, mineral resource smuggling, sea pirates who operate across countries and domestically as well as perpetrators of illegal logging, illegal mining and illegal fishing who often operate in maritime countries like Indonesia, especially in the Balikpapan Bay/National Capital (IKN) area.

In responding to these conditions, Strategic Planning or Strategic Planning of the Indonesian Navy is needed to obtain an appropriate strategy model for facing maritime security threats, especially in the waters of Balikpapan Bay/National Capital (IKN). In handling this, strategic planning must be formulated using the Strength, Weakness, Opportunity and Threats method to analyze strengths, weaknesses, potential and threats. This SWOT analysis is used to identify internal and external factors in Strategic Planning in the Balikpapan Bay Water Area/National Capital (IKN).

## **2. LITERATURE REVIEW**

### **2.1 Maritime Security.**

Maritime affairs must be viewed as an object covering many areas of life, one of which is interrelated. Within "maritime affairs," many areas can be developed, such as legal, cultural, social, technical and fisheries and maritime affairs themselves. The importance of etymologically placing the meaning above so as not to distort the meaning of the word, thereby causing disorientation of understanding. Henceforth, in this writing, the author will often use the term maritime constitution as an understanding that includes maritime values in a constitution. So, the maritime constitution is implicitly defined as one related to the sea that can provide benefits.

### **2.2 Piracy and Armed Piracy.**

Any act of violence or unlawful detention or destruction, or threat thereof, other than an act of piracy, committed for personal purposes and directed against a ship or persons or property on board such a ship within the internal waters, archipelagic waters and territorial sea of a Country.

Looking at the threat posed by piracy in the waters of the National Capital, especially Balikpapan Bay, we can observe two different developments. In recent years, cooperation between other maritime

stakeholders has successfully fought piracy in this region. Piracy, once rampant, has been largely eradicated as coastal states in the region have stepped up their anti-piracy efforts. These efforts include the "Eye in the Sky" operation, involving coordinated and sometimes combined Indonesian air and sea surveillance operations.

### **2.3 Illegal Mining and Illegal Oil.**

Illegal mining in marine waters involves mining valuable minerals or metals without official permits or violating applicable regulations. Illegal oil in marine waters involves the production of petroleum without official permits or violating applicable regulations. These illegal practices often involve drilling in prohibited areas or using equipment that does not meet safety standards. The impacts include seawater pollution, damage to coral reefs, and economic losses for the country.

### **2.4 Strategic Planning**

Strategic planning is the process of selecting organizational goals, determining strategies, policies and strategic programs needed for these goals; and establishing the methods necessary to implement strategies and policies.

Strategic planning is an organization's planning activity And one of the most critical management roles. With strategic planning, the organizational concept becomes clear. This allows managers to formulate plans and activities that guide the organization to achieve its goals.

### **2.5 SWOT Analysis**

SWOT analysis is a strategic planning method to evaluate a project's strengths, weaknesses, opportunities, threats, or business speculation. These four factors comprise the acronym SWOT (strengths, weaknesses, opportunities, and threats). SWOT analysis can be applied by analyzing and sorting out various things that affect the four factors, then applying it in a SWOT matrix image, where the application is how strengths can take advantage of existing opportunities, how to overcome weaknesses (weaknesses) which prevent the advantages from existing opportunities, then how the strengths can deal with the existing threats, and finally how to overcome the weaknesses that can make the threats become real. or create a new threat.

## **3. RESEARCH METHODS**

### **3.1 Research Procedures**

The research holds that the authors did in completing this research are:

- a. Define and formulate the problem.
- b. Doing library research.

- c. Determine the research design.
- d. Processing research data.
- e. Analyze and interpret.
- f. Results and conclusions

### 3.2 Data Collection Techniques

In research entitled "Analysis of Strategic Planning or Strategic Planning of the Indonesian Navy in Facing Maritime Threats using the Strength Weakness Opportunities Threat (SWOT) Method: Case Study in the Balikpapan Bay Area/National Capital (IKN).

Data was collected to obtain the information needed to achieve the research objectives. This study used data collection techniques through observation, interviews and documentation/literature studies. Primary data through observation and interviews (in-depth interviews), namely data collected and processed by the researcher himself from the subject or object of research. While secondary data through documentation/literature study is obtained indirectly from the subject or object of research.

The data collection techniques used in this study were divided into two, namely:

- a. Primary data.

It was collected from sources with interview techniques that can be used to obtain information directly from respondents related to the Indonesian Navy's Strategic Planning and maritime threats in the Balikpapan Bay/National Capital (IKN) area. Interviews can be conducted with related parties such as Indonesian Navy representatives, maritime security experts, government officials, and other stakeholders with relevant knowledge and experience.

- b. Secondary data.

It was collected from literature, articles, journals, and compilations of regulations relating to the research conducted.

### 3.3 Technical Data Analysis

Data analysis is intended to find elements or parts that contain smaller categories of research data. In this study, researchers collaborated with resource persons to obtain patterns that were in accordance with the object under study. Based on the problems that exist in the research, the method in this study uses the SWOT method.

In research with the title "Analysis of Strategic Planning or Strategic Planning of the Indonesian

Navy in Facing Maritime Threats using the Strength Weakness Opportunities Threat (SWOT) Method: Case Study in the Balikpapan Bay Area/National Capital (IKN)", the method and data analysis aim to simplify the whole collect data, present it systematically, then process, interpret and make sense of the data. Data analysis is an effort to solve research problems to obtain answers to the problems studied. The problems in this research will be analyzed descriptively qualitatively, with IFAS (Internal Factors Analysis Summary) and EFAS (External Factors Analysis Summary) analysis as well as SWOT (Strengths, Weaknesses, Opportunities, Threats) analysis to design a development strategy.

## 4. ANALYSIS AND DISCUSSION

### 4.1 Descriptive Analysis

Descriptive analysis techniques provide a comprehensive picture of the data collected. This analysis involves calculating the collected data's frequencies, percentages, or other descriptive statistics. For example, descriptive analysis can be carried out to describe how often maritime threats occur in the Balikpapan Bay/National Capital Region (IKN) or to what extent the Indonesian Navy's Strategic Planning is effective in dealing with them.

### 4.2 Internal Analysis and External Analysis

Internal analysis is carried out to obtain the strength factors that will be used and the weakness factors that will be anticipated. The IFAS (Internal Factors Analysis Summary) matrix evaluates these factors. Determination of internal strategy factors is carried out before creating the IFAS matrix.

Next, external analysis is carried out to develop opportunity factors that can be exploited and threats that need to be avoided. The results of the external analysis are followed by an evaluation to determine whether the strategy used so far has responded. In filling in the matrix for the first column, variables are arranged from the company's strategy factors that have been identified, consisting of variables from strengths, weaknesses, opportunities and threats. The second group is filled in by giving weight values to company factors using a previously determined Likert scale.

After identifying the criteria and weighting, several strategies were obtained as follows:

1. SO strategy, namely utilizing all strengths to seize and make the most of opportunities.
2. ST strategy, namely using the strengths of the object to overcome threats.
3. WO strategy, namely utilizing existing opportunities by minimizing existing weaknesses.

4. WT strategy, namely activities that are defensive in nature and try to minimize existing weaknesses and avoid threats.

After the strategy is formulated, it is continued with the formulation of the program, which is an action plan.

**Table 1.** SWOT Matrix

SWOT Matrix	Strength (S)	Weakness (W)
<b>Opportunity (O)</b>	Positive internal aspects can be controlled and can be strengthened in planning. SO Strategy.	Negative internal aspects that can be controlled and can be corrected in planning. WO Strategy.
<b>Positive external conditions that cannot be controlled and can be taken advantage of.</b>	Leverage Internal strengths to take advantage of external opportunities. ST Strategy	Correct internal weaknesses by taking advantage of external opportunities. WT Strategy
<b>Threat (T)</b>		
<b>Negative external conditions that cannot be controlled and whose impact may be minimized.</b>	Using force to avoid or reduce the impact of external threats.	Defensive tactics aimed at reducing internal weaknesses and avoiding external threats.

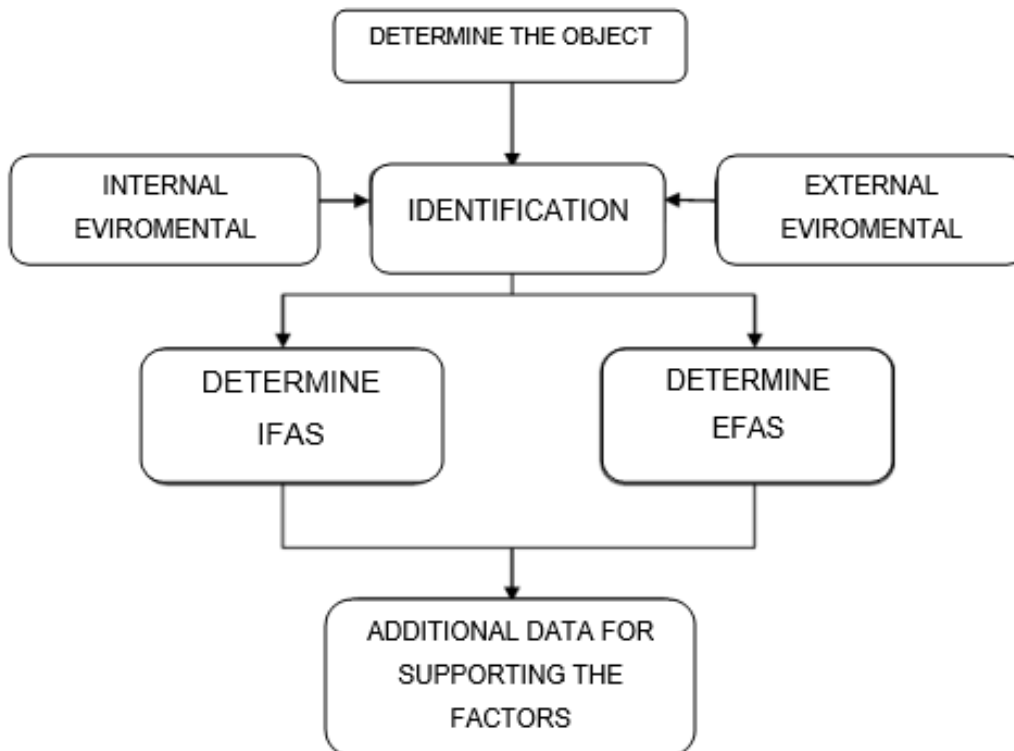
In determining a strategy based on the factual conditions of potential and problems as explained above, the technique used is to look for cross strategies from the four SWOT factors above, namely:

a. S-O Strategy: A strategy designed to utilize all strengths and optimize existing opportunities.

b. S-T Strategy: A strategy designed to utilize all strengths in overcoming existing threats.

c. W-O Strategy: Strategy for optimally utilizing opportunities to overcome existing weaknesses.

d. W-T Strategy: Strategy to overcome weaknesses and eliminate emerging threats.



**Figure 1.** SWOT Concept Scheme

Next, data analysis is presented. Presentation of the results of data analysis is carried out informally (in narrative form) and formally (in the form of tables, graphs, etc.). Presentation in narrative form to identify the strategy being applied to obtain a complete picture of the discussed problem. The formal presentation was carried out to describe the SWOT analysis carried out by the Indonesian Navy in Facing Maritime Threats in the waters of the IKN Sea. The SWOT analysis diagram is treated so that an overview of the existing research results can be determined precisely, namely, which strategies are suggestions for the research object.

#### 4.3.1 Current Conditions

What is currently a problem that threatens IKN's marine waters, which in this case is the waters of Balikpapan Bay, is that almost the most frequent threat is the economic threat factor, which disrupts the stability of the country. Of course, almost on average, the threat is in the form of illegal oil and illegal mining, which occurs in IKN sea waters. However, this does not rule out the possibility that maritime piracy also occurs. We have encountered it in this area.

Based on the results of the research interviews above, it can be explained that the maritime threat that occurs in the IKN sea area, where the case study for this research is Balikpapan Bay, exists. At the time this research was written, these problems still occurred. However, each maritime forum, which includes the Indonesian Navy, Water and Air Police, KSOP and other maritime agencies, has its strategy according to its field in dealing with maritime threats that occur in the IKN sea area.

#### 4.4 Discussion of Strategic Planning or Indonesian Navy Strategic Planning Using SWOT

In a SWOT analysis, several key questions are as follows (Wirata, 2008):

- a. Strength is a positive internal aspect that can be controlled and strengthened in planning.
- b. Weakness is a negative internal aspect that can be controlled and corrected in planning.
- c. Opportunities are positive external conditions that cannot be controlled and can be taken advantage of.
- d. Threats are negative external conditions that cannot be controlled and whose impact may be minimized. Analysis of Strategic Planning or

Strategic Planning of the Indonesian Navy to face maritime security threats in the IKN Sea Waters using the SWOT method. Through literature studies and carrying out Small Group Discussions (SGD) at the maritime forum in Balikpapan City, the next step is to use analysis using the SWOT method by determining the following internal and external factors:

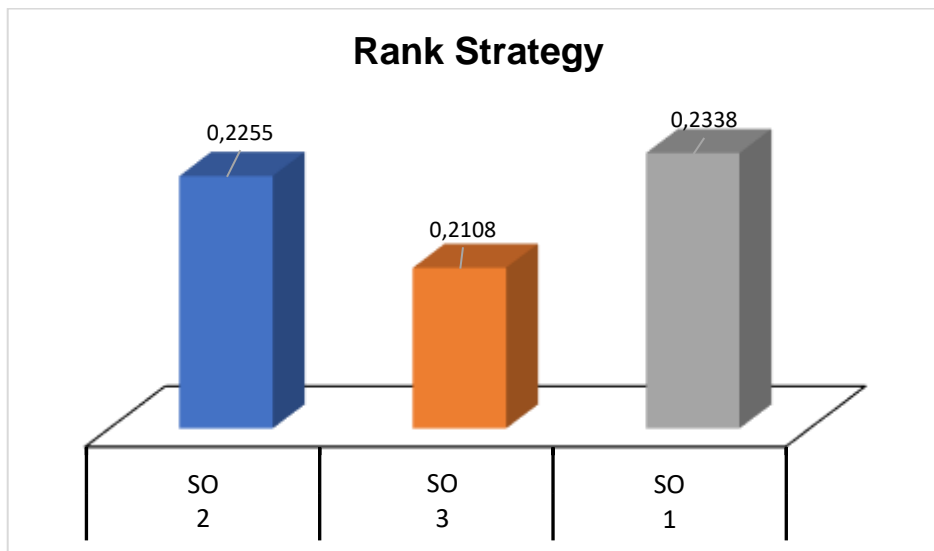
a. The internal and external factors that will be used to calculate the weights and SWOT scores are as follows:

- 1) The strength factor consists of:
  - Personnel capabilities.
  - Facilities and infrastructure.
  - Intelligence Information.
- 2) Weakness factors consist of:
  - Availability of the number of vessels operating.
  - Platform Readiness, Sewaco, Endurance.
  - Budget Limitations.
- 3) Opportunity factors (Opportunity) consist of:
  - There is a Government Policy, namely the World Maritime Axis (PMD) vision.
  - Improved SSAT capabilities.
  - DSP Fulfillment.
- 4) Constraint factors (Threats) consist of:
  - Border disputes.
  - Regional technological developments.
  - Meteorological Conditions.

IFAS and EFAS weighting. The calculation process is done by adding up the ranking results given by the respondents divided by the number of respondents. Then, the weight value is taken from the value of each factor divided by the total value of the total value. Weighting was conducted with 10 respondents from Group 11 and through Small Group Discussion (SGD). The weight values range between 1 (very insignificant), 2 (not significant), 3 (neutral), 4 (significant) and 5 (very significant). The rating assessment for each factor is given a value between 1 and 4 with details of 4 = very good, 3 = good, 2 = moderate and 1 = bad. Giving a rating value to a positive opportunity factor means the opportunity is given a value of 4 and vice versa. Meanwhile, giving a threat rating value is the opposite of giving an opportunity rating value. The greater the threat, the rating value is 1.

**Table 2.** Strategy Formulation Rating

NO	STRATEGY FORMULATION	WEIGHT	SCORE	TOTAL	PRIORITY	
		S	O			
1	S1O1	0,432	0,522	0,2255	0,2255	2
2	S1O2	0,432	0,468	0,2021		
3	S1O3	0,432	0,213	0,0920		
4	S2O1	0,448	0,522	0,2338	0,2338	1
5	S2O2	0,448	0,468	0,2096		
6	S2O3	0,448	0,213	0,0954		
7	S3O1	0,404	0,522	0,2108	0,2108	3
8	S3O2	0,404	0,468	0,1890		
9	S3O3	0,404	0,213	0,0860		



**Figure 2.** Rank Strategy

The next step is to determine several alternative strategies to be taken, adjusted to the selected quadrant, in this case, the SO quadrant, and then ranking is carried out. The results of the analysis using the SWOT method with the Strength (S) and Opportunities (O) categories obtained priority results according to the table above as follows:

- The priority is S2-O1, with a score of 0.2338.
- The second priority is S1-O1, with a score of 0.2255.
- The third priority is S3-O1, with a score of 0.2108.

Based on the results of the analysis that has been carried out above, using the Strength, Weakness, Opportunity, Threat (SWOT) analysis

method, the Indonesian Navy's Strategic Planning in dealing with maritime threats in the IKN Sea Waters is in the form of:

- First strategy (S2O1): Provide facilities and infrastructure that align with the government's vision, making Indonesia a World Maritime Axis (PMD). For this reason, it is hoped that infrastructure development in the IKN Marine Islands can be carried out immediately according to what has been planned so that it can support operational activities for elements of the Indonesian Navy in the area, supported by the modernization of defense equipment. So, this has become the main capital as a deterrence strategy carried out by the Indonesian Navy to face maritime security threats in the IKN Sea Waters because the patrolling elements, both KRI,

Indonesian aircraft and their crews, pay attention to their welfare and make maintenance easier.

b. Second strategy (S1O1): Personnel capabilities and policies of the World Maritime Axis (PMD) vision, namely, after providing facilities and infrastructure in the IKN Marine Islands, it is hoped that personnel capabilities can be further improved because enthusiasm will increase. Personnel will be more focused on carrying out their duties with full sense of responsibility so that the implementation of operations to deal with threats in the waters of the IKN Sea can be optimized.

c. Third strategy (S3O1): Intelligence Information and the government's vision policy to make Indonesia a World Maritime Axis (PMD), namely optimizing Intelligence Information and carrying out cooperation with existing authorized stakeholders, both around the region and outside the region as well as mobilizing fishing communities to become eyes and ears to obtain information data so that it can support the operations carried out. Additionally, optimizing intelligence information and increasing the Indonesian Navy's procurement budget will impact operational patterns to deal with maritime security threats in the IKN Sea Waters.

## 5. CONCLUSIONS AND SUGGESTIONS.

### 5.1 Conclusions

Based on the results of the discussion, the following conclusions can be drawn:

a. Several operational strategies are needed, including planning and implementing an effective level pattern, accelerating the development of supporting facilities and infrastructure, and training personnel to ward off all threats in the North IKN Sea Waters. This must also be supported by discipline and good cooperation in its implementation so that operational objectives can run smoothly, so what must also be a top priority is optimizing intelligence information and increasingly modern technological advances.

b. Fulfillment of personnel to fulfill the List of Personnel Composition (DSP) in filling the organizational structure needs to continue to be implemented to support the success of tasks in the operational area because a shortage of personnel can result in workload exceeding the capabilities of soldiers so that the implementation of tasks is not optimal. The operation aims to maintain security in the Sea. The IKN sea was not reached.

c. Upholding the sovereignty of the Republic of Indonesia in the IKN Maritime Area can be realized by optimizing the pattern of elemental operations, the capabilities of the defense equipment owned and the existing facilities and infrastructure to support operations and training to create a deterrent effect

and threat of claims by pirates from other countries in the Makassar Strait Sea area, which will have a broad impact on maintaining the stability of national maritime security.

### 5.2 Suggestions

Based on the existing conclusions, the following recommendations can be given:

a. It is necessary to accelerate the development of supporting facilities and infrastructure in accordance with the TNI's strategic planning so that it does not hinder the acceleration of the implementation of Indonesian Navy operations in the ALKI II Area in countering all forms of security threats in the IKN Sea.

b. For the Indonesian Navy to maintain security in the IKN Sea, it is necessary to optimize intelligence information, increase detection capabilities, increase patrol elements, and modernize defense equipment so that operations to counter maritime threats can run smoothly and be on target.

c. So that the Indonesian Navy can fulfill the DSP and provide training/In-Service Training (LDD) and courses for personnel to increase professionalism according to their respective combat posts in manning existing defense equipment so that the implementation of operations can run optimally.

### ACKNOWLEDGEMENT

The authors greatly acknowledge the support from the Faculty of Social Science and Political Science, Hang Tuah University, Surabaya, Indonesia, for providing the necessary resources to carry out this research. The authors are also grateful to the anonymous reviewers and journal editorial board for their insightful comments, which have significantly improved this article.

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