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POLICY STRATEGY FOR EMPOWERMENT OF BORDER AREA IN IMPROVING MARITIME SECURITY: A CASE STUDY OF MIANGAS ISLAND

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ABSTRACT

This study aims to formulate, determine alternative and priority strategies for the development of the maritime defense area of Miangas Island using qualitative and quantitative methods. Data sources consist of two types, which are primary data sources and secondary data sources. Data analysis uses evaluative methods and SWOT analysis. The results showed that the WO 1 strategy had the highest weight and was a priority strategy, such as taking advantage of the Indonesian Navy's MEF policy opportunities by increasing the Posal Miangas capability which supports patrolling and Posal Miangas maritime operations. The strategic steps that need to be implemented to realize optimal Posal Miangas facilities by: Adding sea facilities (1 Unit Sea Rider; or 1 Unit Combat Boat), fulfilling Posal Miangas personnel, and procuring electronic observation facilities in the form of coastal radar.

KEY WORDS

Strategy, empowerment, frontiers, security.

Indonesia has 17,504 islands, 6.40 million km² maritime area, 0.29 million km² territorial area, 3.11 million km² archipelagic waters, 3.00 million km² Exclusive Economic Zone 1.90 million km² land area, the Indonesia width area is 8.30 million km², the length of the coastline of Indonesia is 108.000 (Pushidrosal, 2018). With the vast territory of the Unitary State of the Republic of Indonesia, it is necessary to have a military defense posture for national defense and security. The military defense posture is prioritized to deal with real threats by not ruling out unreal threats and other threats.

The Navy is an integral part of the TNI having a role as the main component of the defense and security of the marine dimension, carrying out its duties based on state political policies and decisions to uphold state sovereignty, defending the territorial integrity of the Unitary State of the Republic of Indonesia (NKRI) based on Pancasila and the 1945 Constitution (Masetio, 2013). In accordance with the Jalesveva Jayamahe Navy Doctrine, the empowerment of the marine defense area is the ability of the Navy to maintain and increase the capability of deterrence, early detection and prevention of various developments in situations and conditions that can disrupt the stability of the life of the nation and state by empowering the capabilities of all regional resources. the sea and its supporters. Empowerment of marine defense areas is carried out in stages in the form of efforts to defend the state by the community, preparing reserve components and components supporting the marine dimension, which are adjusted to the level of maturity/readiness of the existing national maritime potential. In a strategic context, the Ministry of Defense's White Paper estimates that threats and disturbances to Indonesia's defense interests in the future are classified into three types, namely military threats, both armed and unarmed, non-military threats and hydride threats (Kemhan, 2015).

Considering the incident of Indonesia's defeat at the International Court of Law when fighting over the islands of Sipadan and Ligitan with Malaysia, it becomes an important



lesson in the importance of the outermost small islands as a part of Indonesia's territorial sovereignty. The history of this defeat certainly made Indonesia pay attention to the outermost small islands which are now believed to be eyes and ears for every activity and information around the border. One of the islands whose position is at the forefront and at the same time the outermost on the border between Indonesia and other countries is Miangas Island (Pushidrosal, 2012). This island has an area about 3.15 km² and the distance from the Talaud Islands Regency is about 145 miles, while the distance to the Philippines is only 48 miles. This position makes Miangas Island has a very strategic value because it is directly adjacent to the Philippines so it is very vulnerable to border problems, terrorism and smuggling. This strategic value will be very important considering that the outermost islands can be used as a base point to determine the jurisdiction of a country in determining the boundaries of the Territorial Sea, Additional Zone, Exclusive Economic Zone and Continental Shelf. Judging from the physiographic and demographic conditions of Miangas Island which is surrounded by wide waters with uncertain sea and weather conditions as well as the increasing development of cross-border agreements between the Republic of Indonesia and the Republic of the Philippines, making the island in the Talaud Archipelago has the potential for significant vulnerabilities and threats. both from criminal acts/violations at sea such as smuggling, piracy, illegal entry as well as fisheries crimes and territorial violations. The coastal conditions of Miangas Island have characteristics, namely steep, rocky and rocky gradient beaches, high depth, strong currents and winds and large waves during the west and north seasons, making it impossible to make sea patrols less effective.

Currently, the government has determined various national regulations in paying attention to the leading islands, but they still have weaknesses. Given these weaknesses, it is necessary to develop a strategy for empowering the Miangas Island defense area. Based on the problems above, this research offers a strategy for developing maritime defense area empowerment on Miangas Island based on the concept of strategic management theory that is adapted to the vision, mission and government policy on the World Maritime Axis as well as several strategies for developing defense area empowerment. The purpose of this research is to formulate, determine alternatives and priorities for the development strategy for the empowerment of the Miangas Island marine defense area.

METHODS OF RESEARCH

This study uses a combined approach of qualitative and quantitative approaches. Mixed methods research design is a procedure for collecting, analyzing, and mixing quantitative and qualitative methods in a study or series of studies to understand the research problem (Plano & Creswell, 2008). In this study, data sources consist of two types, which are primary data sources and secondary data sources. The research subject is a person or object that is observed with certain characteristics to be studied, and then a conclusion is obtained from the learning process (Sugiyono, 2009). The main data comes from interviews and questionnaires from 5 (five) selected experts. The research subjects were selected according to the needs of the Indonesian Navy as the place of this research, which consist of: Kotama Fleet, Commander of KRI and Posal Miangas and stakeholders. Kotama Fleet (Fleet II), Commander of KRI personnel and Posal Miangas and stakeholders were chosen because the work unit is related to the defense of the Miangas Island marine area and the threats that occur. The data analysis process is based on simplification and interpretation of the data carried out before, during and after the data collection process. This process consists of three interrelated sub-processes, namely data reduction, data display, and conclusion drawing/verification (Punch, 2009). Based on the problems that exist in the research, the research method used in this study is an evaluative research method and development using SWOT analysis. SWOT analysis is the most common technique that can be used to analyze strategic cases (Hill & Westbrook, 1997), often used to analyze the internal and external environment to achieve a systematic approach and support for decision situations (Wheelen & Hunger, 1995) and it has Strengths (S), Weaknesses (W), Opportunities (O) and Threats (T) acronyms. The first two factors (strengths and



weaknesses) relate to internal factors of the organization, while opportunities and threats cover the wider context or environment in which the entity operates (Collins-Kreine & Wall, 2007).

RESULTS AND DISCUSSION

From the results of interviews and questionnaires from several informants, the Evaluation of Internal Factors that influences the strategy of developing Miangas Island's marine defense empowerment can be summarized in the Internal Factor Evaluation (EFI) table which shows the answers from the informants.

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

Table 1 – Internal Factor Evaluation (EFI)

NO	Factor	Code	Weight	Rating	Value
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
Weakness					
1	Posal Miangas Alut Sista	W1	0,178	4	0,713
2	Shipping and flight volume	W2	0,127	3	0,382
3	Fishing Fleet	W3	0,105	3	0,316
4	Miangas Postal Personnel	W4	0,167	3	0,502
5	Electronic observation facilities	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

Source: Processed Data.

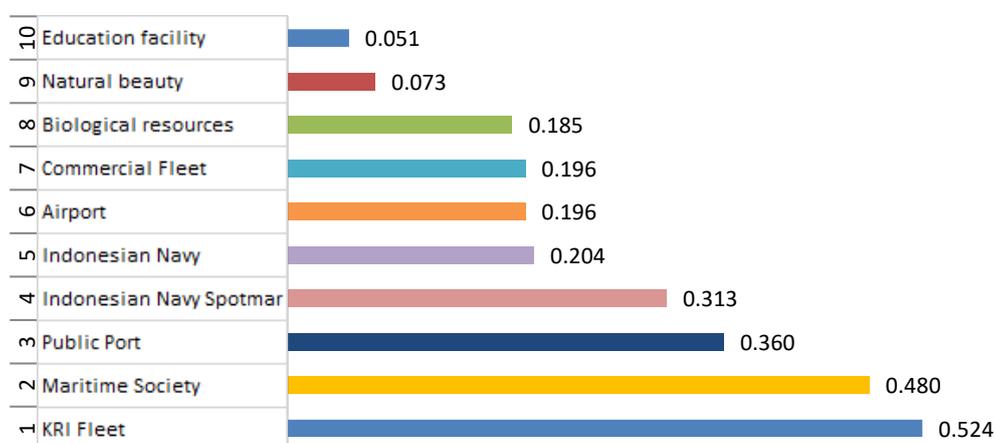


Figure 1 – Strength Ranking (Source: Processed Data)



Value is the multiplication between weight and rating. Criteria that are important and in good condition are criteria that have a high value. And vice versa for criteria that are less important and in unfavorable conditions are criteria that have low values. Based on table 1, it shows that the highest criterion on strength is the KRI Fleet with a value of 0.524. While the criteria that have the lowest value are Education Facilities with a value of 0.051. This means that this criterion is an aspect of strength, but it is in the least good condition and its weight is less important than other criteria.

Based on table 1, it shows that the highest criterion for weakness is the Alut sista Posal Miangas with a value of 0.713. While the criteria that have the lowest value is the Maritime Industry with a value of 0.076.

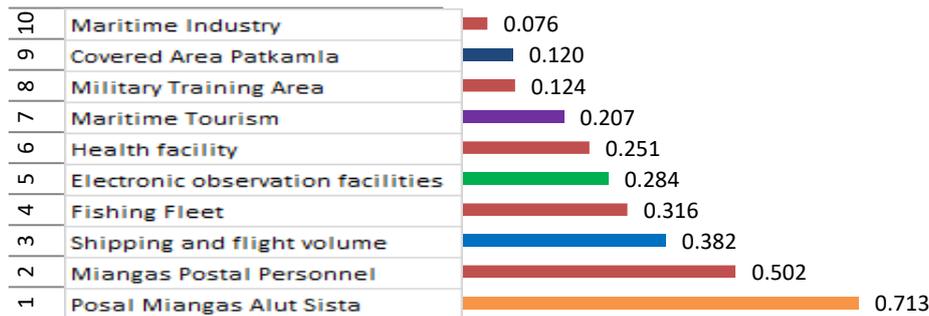


Figure 2 – Weaknesses Ranking (Source: Processed Data)

The table 2 is a table that shows answers from participants or respondents from interviews with experts regarding External Factor Evaluation.

Table 2 – Evaluation of External Factors (EFE)

NO	Factor	Code	Weight	Rating	Value
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	Defense Diplomacy	O11	0,027	3	0,082
Total			1	Score	2,88
Threat					
1	Illegal Fishing	T1	0,217	4	0,867
2	Basic commodities price disparity	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 border	T7	0,061	2	0,122
8	Cultural Assimilation	T8	0,028	1	0,028
Total			1,0	Score	2,72

Source: Processed Data.

Based on table 2, it shows that the highest criterion for opportunity is the empowerment of maritime communities with a value of 0.655. While the criterion that has the lowest value is the Spirit of Patriotism with a value of 0.073.

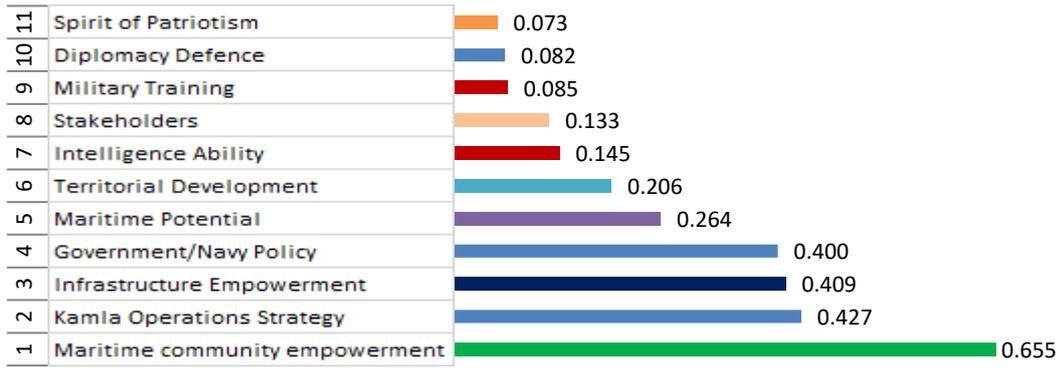


Figure 3 – Opportunity Ranking (Source: Processed Data)

Based on table 2, it shows that the highest criterion for threats is Illegal Fishing with a value of 0.867. While the criterion that has the lowest value is cultural assimilation with a value of 0.028.

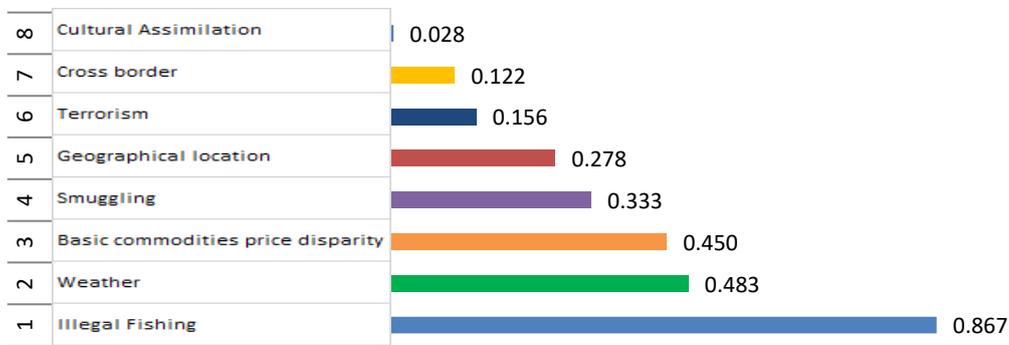


Figure 4 – Threat Ranking (Source: Processed Data)

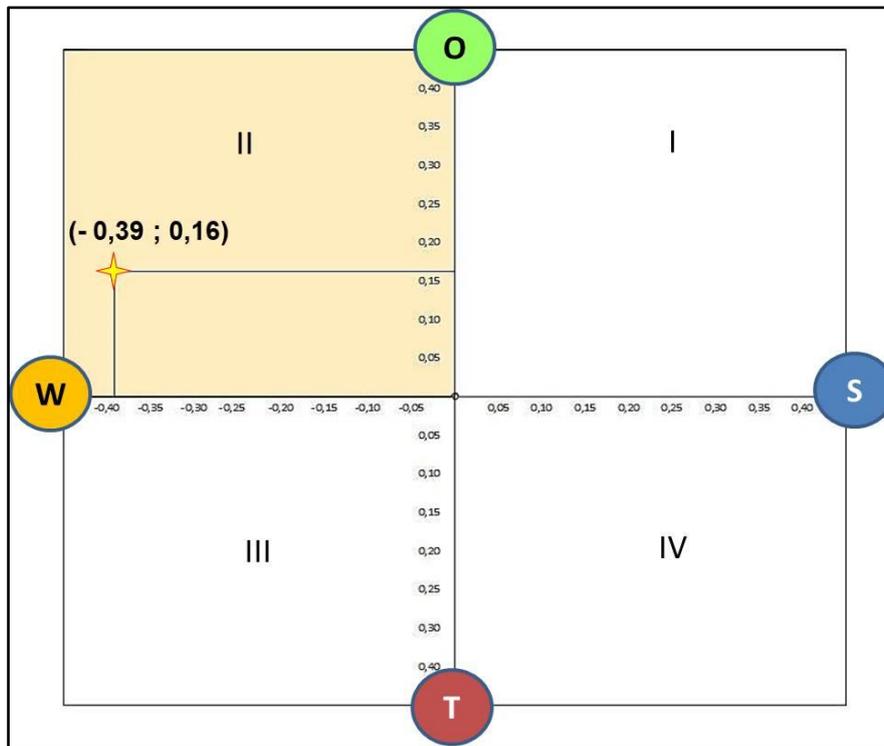


Figure 5 – Matrix Grand Strategy (Source: Proceed Data)



The selection of the formulation of the strategy for developing the empowerment of the Miangas Island marine defense area can use the Grand Strategy Matrix. Grand Strategy 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, Opportunities and Threats from the development of the empowerment of the Miangas Island marine defense area. 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.

From Figure 5 it can be seen that the condition of the development of the empowerment of the Miangas Island marine defense area is in Quadrant II. The intersection position in Quadrant II is identified supporting conditions for using the W-O (Weakness-Opportunities) Strategy. The W-O (Weakness-Opportunities) strategy is a strategy by making improvements to the weakness factors to maximize the use of opportunities.

The strategy for developing the empowerment of the Miangas Island marine defense area is in quadrant II position so that the strategy can be described by the following Swot Matrix.

Table 3 – SWOT Matrix

INTERNAL FACTOR	<i>STRENGTHS (S)</i> S1, S2, S3, S4, S5, S6, S7, S8, S9, S10	<i>WEAKNESSES (W)</i> W1, W2, W3, W4, W5, W6, W7, W8, W9, W10
EXTERNAL FACTOR	S-O STRATEGY	W-O STRATEGY
<i>OPPORTUNITIES (O)</i> O1, O2, O3, O4, O5, O6, O6, O7, O8, O9, O10, O11	-	1. WO Strategy1 (W1, W4, W5, O2) 2. WO Strategy2 (W10, O1, O3, O7) 3. WO Strategy3 (W7, O2, O9) 4. WO Strategy4 (W2, O2, O5) 5. WO Strategy5 (W3, W8, W9, O1, O2, O6) 6. WO Strategy6 (W6, O8)
<i>THREATS (T)</i> T1, T2, T3, T4, T5, T6, T7, T8	S-T STRATEGY	W-T STRATEGY
	-	-

Source: Processed Data.

Note: W-O (Weakness – Opportunities) Strategy is the chosen strategy or is suitable as a strategy for developing the empowerment of the Miangas Island marine defense area at this time.

Table 4 – W – O (Weakness – Opportunities) Strategy

Code	Weakness	Opportunities	Strategies
WO1	W1, W4, W5	O2	Taking advantage of the Indonesian Navy's MEF policy opportunities by increasing the Miangas Posal Capability.
WO2	W10	O1, O3, O7	Kamla Operations Strategy with the Establishment of MNQR (Naval Sea Quick Respond).
WO3	W7	O2, O9	Government policies through the health service and the Navy in implementing the program to improve the health level of the people of Miangas Island.
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 economy of the people of Miangas Island.
WO5	W3, W8, W9	O1, O2, O6	Increasing maritime tourism and maritime industry in the fisheries sector with government policies and empowering maritime communities and the maritime potential of Miangas Island.
WO6	W6	O8	Utilizing the waters of Miangas Island as a military training area.

Source: Processed Data.

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

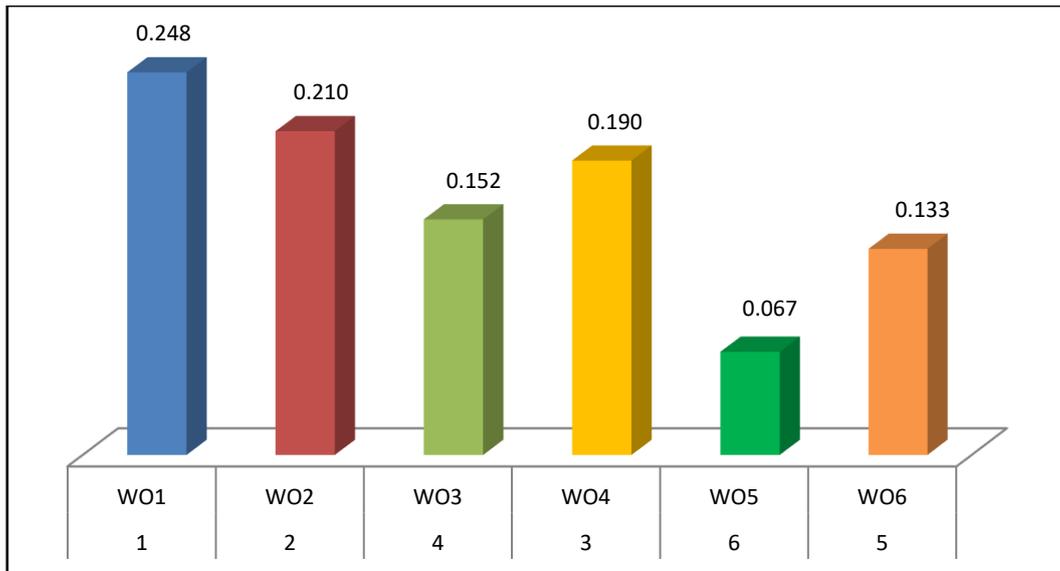


Figure 6 – Strategy Ranking (Source: Processed Data)

WO Strategy (W1, W4, W5, O2). Taking advantage of the Navy's MEF policy opportunities by increasing the Posal Miangas Capability which supports patrolling and maritime operations of Posal Miangas. The strategic steps that need to be implemented to realize the optimal Posal Miangas facilities include: (1) Adding sea facilities: 1 Sea Rider Unit; or 1 Unit Combat Boat (2) Fulfillment of Posal Miangas personnel (3) Procurement of electronic observation facilities in the form of coastal radar.

WO Strategy (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 economy of the people of Miangas Island.

WO Strategy (W7, O2, O9). Government policies through the health service and the Navy in implementing the program to improve the health level of the people of Miangas Island by: (1) Government policies in terms of building hospital facilities on Miangas Island (2) Navy's Surya Baskara Jaya Program (Navy's Social Service).

WO Strategy (W6, O8). Utilizing the waters of Miangas Island as a military training area in the form of: (1) MNQR exercises and base exercises (2) PPRC (Quick Reaction Battering) Exercises (3) Infiltration exercise (4) Fleet training victorious (5) Joint training of the KRI fleet with the Philippines.

WO Strategy (W3, W8, W9, O1, O2, O6). Increasing maritime tourism and the maritime industry in the fisheries sector with government policies and empowering maritime communities and the maritime potential of Miangas Island to improve community welfare and support regional development, such as:

1. Government policy in developing the maritime industry in the fisheries sector on Miangas Island by:

- Construction of Fish Auction Place (TPI) on Miangas Island;
- Invite investors/entrepreneurs to develop business in the fishery sector;
- Increase fishery production by continuing the assistance program to coastal communities in the form of KM fishing vessels. Ingka mina from DKP as well as a package of aid for environmentally friendly fishing gear;
- Provide training to the maritime community in the knowledge of marine fish/fresh fish farming.

2. Government policy in developing maritime tourism on Miangas Island by:

- Empowering maritime communities by utilizing maritime potential, namely the beauty of Miangas Island Beach as a beach tourism;
- Making Miangas Island frontier tourism. Invite investors/entrepreneurs to develop businesses in the tourism sector.



CONCLUSION

This research consists of several stages in achieving the aimed objectives. Starting from the stage of identifying problems, formulating strategies to determining strategic priorities. Based on the stages carried out, conclusions can be drawn as follows.

The formulation of the strategy for developing the empowerment of the marine area of Miangas Island which was chosen with the current conditions is the W-O (Weakness - Opportunities) Strategy which takes advantage of opportunities to overcome weaknesses which includes:

- Taking advantage of the Indonesian Navy's MEF policy opportunities by increasing the Miangas Posal Capability;
- Kamla Operations Strategy by Establishing LNQR (Naval Sea Quick Respond);
- Government policy through the health service and the Navy in implementing the program to improve the health level of the people of Miangas Island;
- Increase shipping volume with the government's sea toll policy and empower the infrastructure of 2 public port docks to improve the economy of the people of Miangas Island;
- Increasing maritime tourism and maritime industry in the fisheries sector with government policies and empowering maritime communities and the maritime potential of Miangas Island;
- Utilizing the waters of Miangas Island as a military training area.

Based on the research results, it is obtained 6 strategies. The results of the weight calculation show that WO Strategy 1 has the highest weight and is a priority strategy, which taking advantage of the Indonesian Navy's MEF policy opportunities by increasing the Posal Miangas Capability to support patrol activities and maritime operations of Posal Miangas. The strategic steps that need to be implemented to realize the optimal Posal Miangas facility are include:

- Addition of marine facilities: a) 1 Sea Rider Unit; or b) 1 Unit Combat Boat;
- Fulfillment of Posal Miangas personnel;
- Procurement of electronic observation facilities in the form of coastal radar.

RECOMMENDATIONS

The results of the research that have been carried out and after drawing conclusions, there are several suggestions for the further researcher, government and Indonesian Navy, such as follows:

- Subsequent research can develop a plan for the implementation of the strategy for developing the empowerment of the Miangas Island marine defense area with a Roadmap;
- Maximizing and continuing the government's maritime highway policies with sea toll ship routes to local ports, especially the port of Miangas Island by empowering people's shipping such as pioneering ships and EMKL (Sea Ship Loading Expeditions) in the North Sulawesi area;
- The Indonesian Navy pays attention to border areas and frontier islands, especially Miangas Island in improving the capabilities of the Miangas Posal which is part of the fortress of the territory of the Unitary State of the Republic of Indonesia.

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