

POLICY STRATEGY OF MARITIME POTENTIAL SERVICE (DISPOTMAR) NAVAL BASE V IN SUPPORTING THE DEVELOPMENT OF INDONESIAN MARITIME POTENTIALS

I Nyoman Astawa Yasa¹, Rian Prasetyan², Radityo Dimas Mudjiono³

^{1,2}Indonesian Naval Technology College,
Bumimoro-Morokrembangan, Surabaya 60187, Indonesia
E-mail: nyomanastawa@gmail.com

ABSTRACT

The Maritime Potential Development Service (Dispotmar) of Naval Base V is one of the Central Implementing Elements at the Naval Base V level which is in charge of carrying out the function development and implementation of maritime potential development activities. In order to support the development of maritime potential, there are several problems that occur in the field of regional resilience development, social communication, community service, maritime service industry, socialization of fishery laws and fulfillment of infrastructure. This research is expected to overcome some of the problems faced. The stages of the research carried out were identifying and evaluating internal and external factors, selecting strategies using the SWOT method, compiling alternative strategies and determining the priority strategies selected using Borda. The result of this research find the WO 5 strategy as the higher priority value of 0.38 as , namely the preparation of a NCO legal forms to be used as a guideline and basis for NCOs personnel by utilizing government program support and the main task of Dispotmar as a coach for the maritime youth generations.

Keywords: Policy Strategy, Dispotmar Naval Base V, SWOT, Bordas

1. INTRODUCTION.

The Unitary State of the Republic of Indonesia is the largest archipelagic country in the world, where its geographical constellation which is in a cross-world position places the sea area of national jurisdiction very strategic for both Indonesia and other countries (Pushidrosal, 2018). To maintain the territorial integrity of the country, a military defense posture is required consisting of main components, reserve components and supporting components, which are directed through the development of strength, capability and titles (Kemhan, 2015). The Navy has the main task as the main component of the defense of the marine dimension (DPR, 2004). In maintaining sovereignty at sea, the Indonesian Navy must be able to transform all marine potentials into state defense and security forces in the maritime field (Sutjipto, 2001).

The dynamic development of the environment and strategic context always brings changes to the spectrum of complex threats and has implications for

national defense. The complexity of threats is classified into patterns and types of multidimensional threats in the form of military threats, non-military threats and hybrid threats that can be categorized in the form of real and unreal threats. Thus, future national defense requires the integration of military defense and non-military defense through efforts to build strong and respected national defense forces and capabilities and have high deterrence. Efforts to build a non-military force is to develop all the regional potentials that are owned.

Dispotmar Naval Base is tasked with carrying out the development of functions and implementation of maritime national potential development activities which include the development of human resources, natural and artificial resources, national facilities and infrastructure in the maritime sector and dynamics. The Maritime Potential Development Service (Dispotmar) of Naval Base V was established based on the Presidential Decree of 1998. The main task of

the Dispotmar Naval Base V is to carry out the function development and implementation of maritime national potential development activities which include the development of human resources, natural resources and man-made resources, facilities, and infrastructure. National infrastructure in the maritime sector and the dynamics of marine development (Progar, 2019).

Problems faced by Dispotmar Naval Base V field of Regional Resilience Development are; (1) the lack of participants in the Implementation of State Defense Awareness Education which is attended by coastal village communities; (2) the material for the implementation of State Defense Awareness Education to coastal village communities has not been socialized. This causes the low awareness of defending the state in coastal communities. Problems in the field of Social Communication are; (1) have not implemented social communication activities on an ongoing basis; (2) there is no warrant and directive from the TNI Commander related to the activities of Territorial Operations and Territorial Guidance by Dispotmar. This condition results in a lack of strong legal basis underlying the operations and territorial development carried out by Dispotmar.

Problems with the application of the fishery law are still disputes and misunderstandings between fishermen in a target area and fishermen from other targeted areas because of the use of fishing gear that is not in accordance with the fisheries law. Coastal fishing communities in the working area of Naval Base V generally do not understand the Regulation of the Minister of Maritime Affairs and Fisheries of the Republic of Indonesia concerning the prohibition of the use of fishing gear Trawls and Seine Nets in fisheries management areas within the territory of the Unitary State of the Republic of Indonesia.

This study aims to produce a strategy for developing Dispotmar Naval Base V in order to get the best solution for the various problems faced.

Similar research and related to this research is the research entitled "Adoption of agroforestry practices in Bangladesh as a climate change mitigation option: Investment, drivers, and SWOT Analysis Perspectives (Jahan, 2022)", aspects of the discussion of policy strategies in mitigating climate change in Bangladesh. The similarity with this research is discussing the development strategy using the SWOT method. This study uses the SWOT method to formulate a strategy for developing Dispotmar Naval Base V, then the combination of the selected strategies is weighted using the Borda Method to get the priority of the selected strategy.

2. MATERIALS AND METHODS

2.1 The National Defense

Indonesian defense is structured in a universal defense system (Defence, 2008). Universal defense is essentially a defense that involves all citizens according to their roles and functions. Universality in defense implies the involvement of all the people and all national resources, national infrastructure, and the entire territory of the country as a complete and comprehensive defense unit in the life of the nation and state (Kemhan, 2015). Defense systems are built to deal with threats which is increasingly complex and multidimensional with the continued presence of military and non-military threat, and hybrid threat which can be categorized as factual and non-factual. These threats include terrorism, radicalism, separatism and armed rebellions, natural disasters, border violations, sea piracy and natural resources theft, epidemics, cyber attacks and espionage, trafficking and drug abuse as well conventional war or armed conflicts (Ministry, 2015).

2.2 Strategy and Policy.

The term strategy comes from the Greek strategy, which means the art or science of becoming a general. Strategy can also be interpreted

as a plan for the distribution and use of military forces in certain areas to achieve certain goals (Tjiptono, 2006). Strategy in a business or business world is really needed for achieving the vision and mission that has been implemented by the company, as well as for achieving goals or objectives, both short-term goals and long-term goals. Strategy is an action planning process to achieve the goals that have been set, by doing things that are continuous according to joint decisions and based on the point of view of customer needs. (Pearce II & , 2008). Strategy is important for the survival of a company to achieve effective and efficient company goals or objectives; companies must be able to face any problems or obstacles that come from within the company or from outside the company. National defense policies and strategies are formulated through several basic considerations in accordance with national goals and interests.

2.3 Maritime Potential Development.

Maritime potential empowerment is directed to be able to support the transformation of national resources and infrastructure as a maritime defense force. The involvement of every citizen in national defense is based on love for their homeland which is oriented towards common goals in realizing national interests (Kemhan, 2015). The development of maritime national potential which includes the development of human resources, natural and artificial resources, national facilities and infrastructure in the maritime sector and the dynamics of maritime development. Maritime Potential Development is carried out in several aspects, namely (1) Development of Human Resources Capability Aspects; (2) Development of Maritime Potential Utilization Aspects; and (3) Development of Marine Development Program Aspects.

Development of human resource capacity aspect Dispotmar is tasked with carrying out the

following activities: (1) collecting data on maritime aspect of human resource capacity development; (2) formulating activity plans and programs for capacity building; (3) compiling the necessary software for capacity building; (4) carry out the necessary support for capacity building activities; (5) coordination and cooperation with relevant agencies in the context of shared perceptions of the national potential in the maritime sector; (6) carry out control activities on the implementation for quality improvement; and (7) evaluate the implementation of capacity building activities.

In the aspect of exploiting maritime potential, Dispotmar is tasked with: (1) carrying out data collection on national maritime potential including Natural Resources, Artificial Resources, facilities and infrastructure, Maritime Service Industry and National Fleet; (2) carry out an evaluation to prepare a target plan, time and place/location for the preparation of the utilization of the national maritime potential; (3) carry out the necessary support for activities to utilize the national maritime potential; (4) organize the preparation of the necessary software in the utilization of maritime potential national; (5) implement activity plans and programs for the utilization of the national maritime potential; (6) carry out coordination and cooperation with all relevant agencies in the utilization of the national maritime potential; and (7) carry out an evaluation of the implementation of the potential utilization of the national maritime.

Dispotmar's tasks for marine programs are: (1) carrying out data collection in the context of implementing marine programs, empowering coastal village communities, state defense training, and planting trees; (2) an inventory of maritime laws and regulations and evaluation of their implementation; (3) dialogue and coordination with relevant agencies in the context of developing maritime vision and insight as well as developing national marine programs; and (4) coordination, cooperation with all

relevant agencies and institutions in training and fostering the capacity of trained people and protecting the community.

2.4 SWOT Analysis.

SWOT analysis is a method used to analyze an operational environment. SWOT analysis is applied by analyzing and sorting out various things that affect the four factors. This analysis begins with identifying internal factors and identifying external factors, then applying them to a SWOT matrix drawing (Mobaraki, 2014). SWOT analysis is based on the logic of maximizing strengths and opportunities, but at the same time minimizing weaknesses and threats (Ayub, A, et al, 2013). SWOT analysis is obtained by identifying conditions, potentials and problems using SO, WO, ST, and WT strategi strategies (Gretzky, 2010). By performing identification of internal factors or internal factor evaluation (IFE) and identification of external factors or external factor evaluation (EFE) is a decision support tool and can be used as a tool to analyze internal conditions and the organization's environment. So that the SWOT matrix formed is able to provide information on the internal and external conditions of the organization systematically (Zivkovic, Z. et al, 2015).

2.5 Borda Methods.

The Borda method is a weighting method that produces the final result in the form of a sequence of criteria from the most preferred to the least preferred. The basic idea in the Borda method is to give weight to each of the first, second and so on ranking criteria. The assessment of the importance of the most important criteria is placed in sequence 1, and gives a ranking of the criteria that are considered less important in the next ranking, for example 2, 3 and so on. The next step is the value of rank 1 is changed to a weighted rank of m-1, and rank 2 is changed to a weighted rank of m-2, where rank m becomes a

weighted rank of m=0. The explanation of the importance of the assessment of criteria such as equation 2.1 is as follows:

$$R1 \sum_{j=1}^n Rij \dots \dots \dots (2.1)$$

Information : R1 : The sum of the weighted rankings for all criteria
Rij : Rank evaluated by j for criterion 1

As for the weights obtained from equation 2.2 as follows:

$$W1 \frac{R1}{\sum_{l=1}^m R1} \dots \dots \dots (2.2)$$

Information : W1 : weight of criterion 1 for evaluator n.

Calculations are made to produce weights for each strategy to determine the order of priority of each interest.

3. RESULTS AND DISCUSSION.

3.1 Identification of Internal Factors (IF) and External Factors (EF)

Internal Factors (IF) and External Factors (EF) determined through literature review, interviews and filling out questionnaires. Interviews and filling out expert questionnaires involve experts in the field of maritime potential, experts in the field of defense, experts in the territorial field and elements of coastal communities. Identification of Internal and External Factors has succeeded in identifying 11 Internal Factors and 15 External Factors that affect Dispotmar Naval BaseV in fostering maritime potential in its working area. Furthermore, the assessment of expert judgment on each factor uses a Likert scale from a value of 1-5. Geomean values are used for the assessment of Strength and Weakness on Internal Factors and assessment of Opportunities and Threats on External Factors. The results of the assessment are shown in tables 3.1 and 3.2 below:

Table 1. Results of Internal Factor Identification (IFI)

NO	Internal factors	XP1	XP 2	XP 3	XP 4	XP 5	Geomean	Assessment
1	Realistic main tasks, functions and obligations	3	4	4	4	4	3.78	<i>Strength</i>
2	The legal basis for the establishment of the Dispotmar	3	3	3	4	4	3.37	<i>Strength</i>
3	There is no maritime territorial doctrine yet.	2	2	2	3	3	2.35	<i>Weaknesses</i>
4	Special briefing on territory.	2	3	2	2	2	2.17	<i>Weaknesses</i>
5	Dispotmar Work Program	3	3	3	4	3	3.18	<i>Strength</i>

6	Number of Human Resources at Dispotmar	3	3	3	3	3	3.00	<i>Strength</i>
7	5 Naval Base Dispotmar Organization	3	3	4	4	4	3.57	<i>Strength</i>
8	Lack of maritime potential NCO personnel (Babinpotmar)	3	3	2	2	2	2.35	<i>Weaknesses</i>
9	Facilities and infrastructure	2	3	3	3	2	2.55	<i>Weaknesses</i>
10	Strategic Dispotmar Location	3	3	3	3	3	3.00	<i>Strength</i>
11	The legal container or umbrella for Babinpotmar	2	3	3	3	3	2.77	<i>Weaknesses</i>

Based on the results of expert judgment data processing from internal factors, 6 (six) factors are generated as elements of strength and 5 (five) factors are elements of weakness..

Table 2. Results of External Factor Identification (IFE)

NO	External factors	XP 1	XP 2	XP 3	XP 4	XP 5	Geomean	Assessment
1	Dispotmar Naval BaseV As the central implementing element.	4	4	3	4	4	3.78	<i>Opportunity</i>
2	The cooperation between the Lamongan local government and the Indonesian Navy	3	3	3	3	4	3.18	<i>Opportunity</i>
3	Heterogeneous society	1	1	1	2	2	1.32	<i>Threat</i>
4	climate change and weather around coastal areas.	1	1	2	1	1	1.15	<i>Threat</i>
5	Cooperation between the Surabaya local government and the Indonesian Navy	3	3	3	3	4	3.18	<i>Opportunity</i>
6	Cooperation and partnership between Dispotmar and Government/Private Agencies	3	3	3	4	4	3.37	<i>Opportunity</i>

7	Cooperation with related institutions regarding Binpotnaskuatmar	4	4	3	3	3	3.37	Opportunity
8	illegal fishing	1	1	1	1	1	1.00	Threat
9	illegal logging	1	2	2	1	1	1.32	Threat
10	Government policy in realizing the world maritime axis.	4	3	4	4	4	3.78	Opportunity
11	Government policy in managing marine resources.	3	3	4	4	4	3.57	Opportunity
12	Government laws or regulations regarding all forms of underwater activities.	3	3	3	4	4	3.37	Opportunity
13	Illegal Mining	1	2	1	2	1	1.32	Threat
14	Military threat	2	2	2	2	1	1.74	Threat
15	Coaching for the younger generation	3	4	3	4	4	3.57	Opportunity

Meanwhile, in the external factor expert judgment data processing, 9 (nine) factors are opportunity elements and 6 (six) factors are included in the threat element category.

3.2. Evaluation of SWOT Element Weights, Ratings and Values.

Each SWOT element that has been identified is weighted. The weighting is done by pairwise comparisons using the Expert Choice 11 application. On Element Strength the results of data processing show an inconsistency value of 0.088 and an inconsistency value of 0.081 on element weakness. In the opportunity element the inconsistency value is

0.091 and in the threat element the inconsistency value is 0.73. Thus, all SWOT element weights are valid.

Determination of the rating and score for each element factor is carried out by distributing questionnaires to give an assessment to Dispotmar Naval Base V for each SWOT element factor. The total value of element strength is 2,638, the total value of element weakness is 3,240, the total value of element opportunity is 3,090 and the total value of element threat is 2,920. The calculation of the value for each element is shown in table 3.3 (a) and (b) below;

Table 3. Data weights, scores and values of SWOT element Internal factors

No	Factor				
Strength		Code	Weight	Rating	Score
1	Realistic main tasks, functions and obligations	S1	0.2857	3	0.857
2	5 Naval BaseDispotmar Organization	S2	0.1619	2	0.324
3	Legal basis for the establishment of Dispotmar	S3	0.1714	3	0.514
4	Dispotmar kerja work program	S4	0.1810	3	0.543
5	Number of Human Resources at Dispotmar	S5	0.1429	2	0.286
6	Strategic Dispotmar Location	S6	0.0571	2	0.114
TOTAL			1	Score	2,638
Weakness		Code	Weight	Rating	Score
1	Provision and special education about the territory.	W1	0.2400	3	0.720
2	There is no maritime territorial doctrine yet.	W2	0.2533	3	0.760
3	Lack of maritime potential NCO personnel (Babinpotmar)	W3	0.1600	3	0.480
4	Facilities and infrastructure	W4	0.1067	3	0.320

5	The legal container or umbrella for Babinpotmar	W5	0.2400	4	0.960
TOTAL			1	Score	3.240

External Factors

No	External Factor				
<i>Opportunity</i>		<i>Code</i>	<i>Weight</i>	<i>Rating</i>	<i>Score</i>
1	Dispotmar Naval BaseV As the central implementing element.	O1	0.1688	3	0.507
2	Government policy in realizing the world maritime axis.	O2	0.1600	4	0.640
3	Government policy in managing marine resources.	O3	0.1600	3	0.480
4	Coaching for the younger generation	O4	0.0933	3	0.280
5	Cooperation and partnership between Dispotmar and Government/Private Agencies	O5	0.1022	3	0.307

6	Cooperation with related institutions regarding Binpotnaskuatmar	O6	0.0711	2	0.142
7	Government laws or regulations regarding all forms of underwater activities.	O7	0.1066	3	0.320
8	The cooperation between the Lamongan local government and the Indonesian Navy	O8	0.0622	3	0.187
9	Cooperation between the Surabaya local government and the Indonesian Navy	O9	0.0755	3	0.227
TOTAL			1	Score	3.09
<i>Threat</i>		<i>Code</i>	<i>Weight</i>	<i>Rating</i>	<i>Score</i>
1	<i>illegal fishing</i>	T1	0.2190	3	0.6570
2	climate change and weather around coastal areas.	T2	0.1524	2	0.3048
3	Heterogeneous society	T3	0.1524	2	0.3048
4	<i>illegal logging</i>	T4	0.1524	3	0.4572
5	<i>Illegal Mining</i>	T5	0.0952	3	0.2856
6	Military threat	T6	0.2286	4	0.9144
TOTAL			1	Score	2.92

3.3. Determination of Strategic Quadrants.

The selection of the strategic formulation for the development of Dispotmar Naval Base V in the context of the effectiveness of fostering maritime potential can use the SWOT quadrant matrix which can be used as a method to find the point of intersection of internal factors and analysis of external factors. With the intersection of the four lines of factors of strength, weakness, opportunities and

threats from the development of Dispotmar Naval Base V in order to support the development of maritime potential. The intersection of the X-axis and Y-axis 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 coordinate table in table 3.4 below.

Table 4. Strategy Quadrant Coordinates Table

Score				X axis	Y axis
S	W	O	T	(S - W)	(O-T)
2,638	3,240	3,090	2,920	-0.60	0.17

The point of intersection of the coordinate lines of the X and Y axes is then plotted on the Cartesian strategy plane as shown in Figure 4.1. The point of intersection of the coordinate lines shows that the

chosen strategy is in quadrant II of the Weakness Opportunities (WO) strategy.

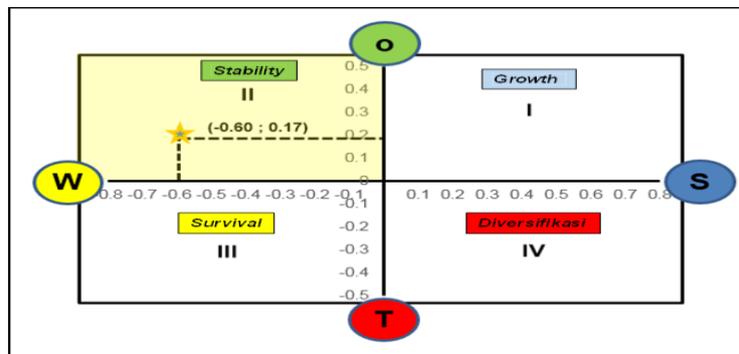


Figure 1. Plotting Quadrant Strategy

3.4 Strategy Combination in Quadrant II (WO/Stability Strategy)

The WO 1 strategy is a combination of W1 and O6 which is to provide briefing and special education on territorial matters to all personnel at the Dispotmar by utilizing cooperation with relevant agencies on fostering national potential and maritime power. The WO 2 strategy is a combination of W2 and O2 which is to form and formulate a maritime territorial doctrine by utilizing government policies in realizing the world maritime axis. The WO 3 strategy is a combination of W3, O2 and O3 namely increasing the number of NCO personnel to foster maritime potential to take advantage of government policies in realizing the world maritime axis and government policies in managing marine resources. The WO 4 strategy is a combination of W4, O2 and O5 namely the procurement of facilities and infrastructure by

utilizing government policies in realizing the world maritime axis and cooperation and partnerships with government/private agencies. The WO 5 strategy is a combination of W5, O2 and O4 which is to form a forum and legal basis for the NCO to foster maritime potential by utilizing government policies in realizing the world maritime axis to carry out guidance for the younger generation.

3.5 Priority and Strategy Development.

From the formulation of the strategy for developing the Dispotmar Naval Base V, then weighting is carried out for the selection of the priority of the selected strategy. The weighting is done by distributing questionnaires ranking each strategy by involving 6 experts as evaluators. The Borda questionnaire for the weighting of the selected strategies. The ranking recapitulation by the expert

is then compiled based on the number of acquisitions of each rank as in table 5 below.

Table 5. Strategy Ranking Recapitulation.

CODE	Recapitulation				
	I	II	III	IV	V
WO 1	0	0	0	1	1
WO 2	1	2	2	0	0
WO 3	0	0	1	3	1
WO 4	0	2	2	1	0
WO 5	4	1	0	0	0
Weighted	4	3	2	1	0

Then, the weight calculation (**W**) in each strategy using the weight calculation using the Borda method as follows:

a. **Score** $R_{total} = R_1 + R_2 + R_3 + R_4 + R_5$

$$R_{total} = (1 \cdot 1) + (1 \cdot 4 + 2 \cdot 3 + 2 \cdot 2) + (1 \cdot 2 + 3 \cdot 1) + (2 \cdot 3 + 2 \cdot 2 + 1 \cdot 1) + (4 \cdot 4 + 3 \cdot 1)$$

$$R_{total} = 50$$

b. **Weight (W)** $WO_1 = 1/50 : 0.02$

$$WO_2 = 14/50 : 0.28$$

$$WO_3 = 5/50 : 0.10 \quad WO_4 = 11/50 : 0.22$$

$$WO_5 = 19/50 : 0.38$$

Based on the results of the calculation of the strategy weights using the Borda method, the strategic priority order of the comparison chart is shown in figure 3.2 as follows:



Figure 2. Priorities and Rank Strategy

Strategy WO 5 was the higher score with value 0,380 followed by WO 2, WO 4, WO 3 and WO 1. These results are in accordance with the theory of Policy which is formulated in the form of the law as a legal gives the government some legitimacy. By having legitimate legitimacy of officials and citizens, it is hoped that will be able to influence the perpetrators to change the behavior that conflict that can hinder

the course of the development process (Marhaendra, 2013). The implementation and development steps for each of the selected strategies are compiled as follows:

a. **WO Strategy 5.**

Forming a legal form for NCOs to develop maritime potential in carrying out their duties by utilizing

government policies in realizing the world maritime axis and the responsibility of Dispotmar to carry out guidance for the younger generation. The strategic steps that need to be implemented include: (1) issuing implementation manuals, technical manuals and standard operating procedures related to the task of the NCOs for maritime potential development in carrying out maritime potential development; (2) issuing regulations for the Commander of the TNI and chief of Naval staff regulations as legal form related to the main tasks and functions of the NCO's for fostering maritime potential in the field.

b. WO 2 Strategy.

Forming and formulating maritime territorial doctrine by utilizing government policies in realizing the world maritime axis. As for the strategic steps that need to be implemented, among others, by formulating a marine territorial doctrine which contains: (1) guidance and socialization related to the law on marine and fisheries to coastal communities; (2) training for coastal communities on marine product cultivation for the welfare of coastal communities; and (3) fostering and inculcating state defense awareness to coastal communities.

c. WO 4 Strategy

Procurement of facilities and infrastructure by utilizing government policies in realizing the world maritime axis and cooperation and partnerships with government/private agencies. The strategic steps that need to be implemented are by submitting support for the procurement of facilities and infrastructure to the Navy Headquarters and the local government in the form of: (1) procurement of floating equipment (Lifeboats and Sea Riders). Each sub-district located in the coastal area is supported by 1 lifeboat and 1 sea rider for marine patrol activities; (2) procurement of official vehicles (official cars and official motorbikes). Each sub-district is supported by 1 official car and 1 official motorbike for patrol activities and regional coordination; (3) construction of Binpotmar offices in each sub-district;

(4) procurement of communication tools (UHV radio, Handy talky, telephone and mobile phone). Each sub-district is supported by a package of communication tools; and logistical support for Babinpotmar personnel operations.

d. WO 3 Strategy

Increase the number of NCOs personnel for maritime potential development (Babinpotmar) by utilizing government policies in realizing the world maritime axis and government policies in managing marine data sources. As for the strategic steps that need to be implemented, among others, by adding NCOs personnel for maritime potential development in order to achieve the main tasks and functions of developing maritime potential. Each sub-district is filled by 3 personnel with intelligence and territorial knowledge qualifications.

e. WO 1 Strategy.

Dispotmar Naval Base V held debriefing and special education on territory to all personnel by utilizing cooperation with relevant agencies on fostering national potential and maritime power. As for the strategic steps that need to be implemented, among others, by holding a territorial capacity upgrading activity for Dispotmar Naval Base V personnel by collaborating with relevant agencies to add territorial materials such as: (1) Marine and fishery services regarding knowledge of marine law and fisheries; (2) Forestry Service regarding all forestry regulations and laws; (3) the Ministry of the environment regarding all regulations concerning the environment; and (4) National and political unitary bodies on the matter of defending the State.

4. CONCLUSION.

This study succeeded in identifying the internal and external factors of Dispotmar Naval Base V in relation to the empowerment of maritime potentials. These factors are arranged in the aspects of strengths, weaknesses, opportunities and threats to formulate a policy strategy. From the SWOT

analysis carried out, it was found that the chosen strategy was the WO strategy which was further developed into 5 (five) strategy combinations. Prioritization of the strategy is carried out using the Borda method with the highest weighting result in the WO 5 strategy with value of 0,38 namely the preparation of a NCO legal forms to be used as a guideline and basis for NCOs personnel by utilizing government program support and Dispotmar task as a coach for the maritime youth generation.

5. ACKNOWLEDGEMENT.

Thank you to the STTAL academic community who have provided support and facilities during the implementation of this research, as well as all fellow students who also helped in the completion of the research process and the preparation of this paper.

6. REFERENCES

- Ayub, A, et al, 2013. A Conceptual Framework On Evaluating SWOT Analysis As The Mediator In Strategic Marketing Planning Through Marketing Intelligence. *European Jurnal Of Business And Social Sciences*, pp. 91-98.
- Defence, N., 2008. *National Defence Policy*. 1st penyunt. Jakatra: Defence Ministry.
- DPR, 2004. *Law Number 34 of 2004 Concerning the Indonesian National Army*. Jakarta: Sekretariat Negara.
- Gretzky, w., 2010. Strategic Planning And Swot Analysis. *J.P. Essentials of Strategic Planning in Healthcare*, pp. 91-97.
- Jahan, H., 2022. Adoption of Agroforestry Practices in Bangladesh as a Climate Change: SWOT Analysis. *Environmental Callenges*, 28 March, Volume 7, pp. 01-09.
- Kaplan dan Norton, 1996. *The Balanced Scorecard*. Boston: Harvard Business School.
- Marhaendra, 2013. *Law and Publik Policy*. Denpasar: Udayana University.
- Ministry, D., 2015. *Indonesian Defence White Paper 2015*. Jakarta: Ministry of Defence of the Republic of Indonesia.
- Mobaraki, O., 2014. Strategic Planning and Urban Development by Using The SWOT Analysis. *Romanian Review of Region Studies*, pp. 47-54.
- Nazara, z. s., 2019. *Miangas Island Marine Defense Area Empowerment Development Strategy*. Surabaya: STTAL.
- Pearce II, J. A. & R., 2008. *Strategic Management 10*. Jakarta: Salemba Empat.
- Progar, 2019. *Main Duties of Dispotmar Lantamal V*. Surabaya: Sekretariat Lantamal V.
- Pushidrosal, 2018. *Indonesian Port Data*. Jakarta: Mabesal.
- Sutjipto, 2001. *The Indonesian Navy as the Main Component of the State Defense System at Sea*. Jakarta: Mabesal.
- Tjiptono, F., 2006. *Service Management*. Yogyakarta: Andi.
- Zivkovic, Z. et al, 2015. Analytical Network Process in the Framework of SWOT Analysis for Strategic Decision Making. *Acta Polytechnica Hungarica*, pp. 99-216.