THE DEVELOPMENT STRATEGY FOR EMPOWERING THE DEFENSE AREA OF A NON-MILITARY ASPECT IN PACIRAN, LAMONGAN

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The Regional government of Lamongan Regency has made various efforts in dealing with this non-military threat, but it is still not sufficient for the conditions expected. One of which is by cooperating with several side agencies to overcome it (TNI-Polri and other related agencies). This study aims at designing a strategy for developing a state defense system of a non-military aspect in Paciran, Lamongan Regency in resisting non-military threats. This study employed SWOT-Analytical Hierarchy Process (AHP) method. What makes this study differ from previous research is there are aspects of the astagatra (8 aspects of life) criteria included in the internal factors of the SWOT analysis. Furthermore, the SWOT and AHP factors are used to determine strategies in supporting non-military defense aspect policies. In the formulation of a strategy for developing the empowerment of the non-military aspect of defense in Paciran-Lamongan, the selected strategy has been identified, namely the ST strategy (using strength to deal with threats) consisting of six sub strategies. This research is expected to provide input for regional governments in capability development based on regional developments in facing non-military threats.

Key words: Non-military, Analytical Hierarchy Process (AHP), Strength Weakness Opportunity Threat (SWOT), Strategy.

1. INTRODUCTION

The existence of the Paciran area as one of the accesses to large ships has an impact on the entry of capitalism's power in that area. Needless to say, this possibility will also have an impact on the displacement of small traders in the local area. In addition, the high number of productive ages is not accompanied by the existence

of educational facilities and infrastructure around the Paciran area. The Regional government of Lamongan Regency has made various efforts in dealing with this non-military threat, but it is still not sufficient for the conditions expected. One of which is by cooperating with several side agencies to overcome it (TNI-Polri and other related agencies). There are several weaknesses in overcoming these efforts, including the efforts to overcome non-military threats still partially carried out between related stakeholders, the development of the state defense system, in this case Lamongan Regency, still using hardpower, the existence of a communication gap between the central government, provincial governments and district governments in the development of the national defense system.

Based on these problems, strategy of state defense system development of a non-military aspect is required in Paciran area, Lamongan Regency in confronting non-military threats. This study aims at designing a strategy for developing a state defense system of a non-military aspect in Paciran, Lamongan Regency in resisting non-military threats. This study employed SWOT-Analytical Hierarchy Process (AHP) method. What makes this study differ from previous research is there are aspects of the astagatra (8 aspects of life) criteria included in the internal factors of the SWOT

analysis. Furthermore, the SWOT and AHP factors are used to determine strategies in supporting non-military defense aspect policies.

There are several references to support this research. References to non-military defense, among others Indonesia Defense Strategy Dealing With Shift The United States Strategy In Asia Pacific (Sari, 2017). A review on defense innovation : from spin-off to spin-in (Leske, 2018). Research on the plans and programs of the complex and interdependent politics of national security carried out by the Republic of Macedonia (Grozdanoska, 2014).

Some references regarding the SWOT-AHP include An Extension of Neutrosophic AHP–SWOT Analysis for Strategic Planning and Decision-Making (Abdel-Basset, et al., 2018). Marketing Strategy Planning Using IE, SWOT and AHP Matrix Approaches to Get Priority Strategy Alternatives (Tyas & Chriswahyudi, 2017). SWOT - AHP Model For Prioritzation Of Strategies Of The Resort Stara Planina (Nikolića, et al., 2015). The Application of the SWOT and AHP Methods for the Assessment of regions Strategic position in the Aspect of Wind Energy (Wota & Wozniak, 2015). Prioritization of strategies for protected area management with local people using the hybrid SWOT-AHP analysis: the case of Kakum conservation area, Ghana (Fiagbomeh & Bürger-Arndt, 2015). Performances Of Air Defence

Systems Measured With AHP-SWOT Analysis (Şandru, 2016). Integrated SWOT-AHP Approach in the Assessment of GSCM in Turkey (Koca & Behdioglu, 2017).

This research is expected to provide input for regional governments in capability development based on regional developments in facing non-military threats. Next, it contributes to non-military defense science in the concept of developing non-military defense forces and capabilities.

This paper consists of several parts. Part 2 discusses the theoretical and methodological studies related to research, namely the concept of strategy, PEST analysis, non-military, SWOT method, AHP method, research method, and research stages. Section 3 describes data analysis and discussion of the development strategies of defense of non-military aspects. Section 4 describes the conclusions and recommendations of the study.

2. MATERIAL/METHODS.

2.1. Strategy Concept.

Strategy is a word having many meanings, and all of them are relevant and useful to those tasked with setting strategies for companies, businesses, or organizations (Özleblebici, et al., 2015). The strategy comes from Greek, namely *Stratego*, which is defined as a plan to destroy the enemy by using resources effectively (Athapaththu, 2016). Koks and Kilika (2016) analyzed the role of strategy in product development as a breakdown in business growth in response to a theoretical perspective of direct strategic relationship to the role of market characteristics. Purwono et al (2015) provided an analysis of the strategy for developing business of *Rumah Tempe Indonesia* (Indonesian Tempe House) in Bogor by formulating alternative strategies and prioritizing development strategies. Arini and Utomo (2017) provided a study of strategies for developing the competitiveness of Micro, Small and Medium Enterprises (MSMEs) in Tarakan (a city in North Kalimantan province, Indonesia) to face the ASEAN Free Trade Area.

2.2. PEST (Political, Economic, Social and Technological) Analysis

PEST Analysis is the most common approach to considering the external environment of a business/organization (Gupta, 2013). In analyzing the macro environment of an organization, it is important to identify the factors and a number of important variables that might influence the level of supply and demand of the organization and its costs (Koumparoulis, 2013). PEST analysis is used to analyze Political, Economic, Social, and Technological, and it describes a framework for

macro environmental factors used in the component of the strategic management environment scan.
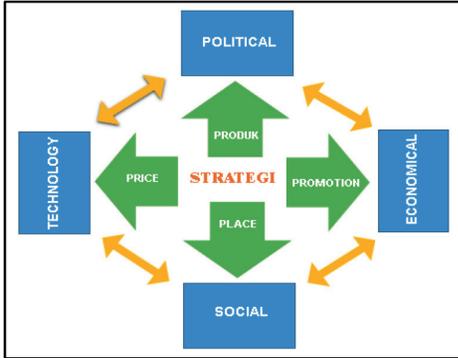

Fig. no. 1. *Main aspects of* PEST *analysis*.
(Gupta, 2013).

2.3. Non-military

Based on Law No.3 of 2002 regarding the state defense system in encountering non-military threats

puts government agencies outside the field of defense as the main element, according to the form and nature of the threats faced supported by other elements of the nation's strength. The key strength in dealing with non-military threats is the main element which is also a guarantee of synergy between military and non-military defense in the implementation of state defense.

Non-military threats are essentially threats using factors considered to have the ability to endanger the sovereignty of the State, the territorial integrity of the State and the safety of the entire nation. Non-military threats can come from outside or within the country. Non-military threats possess diverse characteristics from military threats in which they are unphysical, and
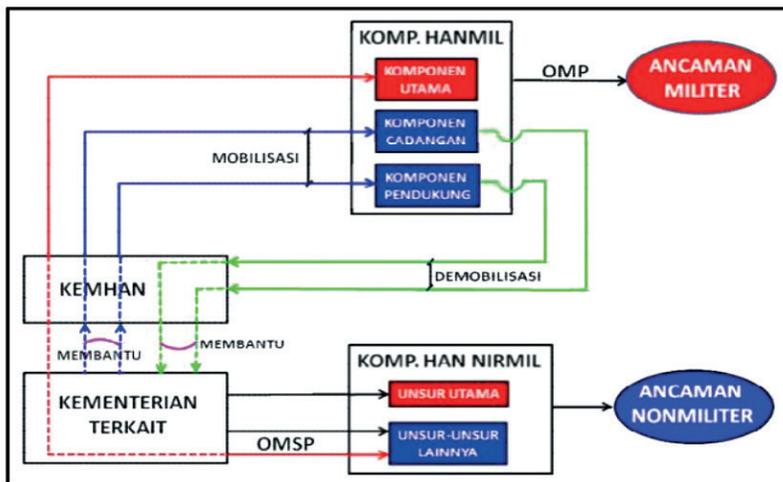

Fig. no. 2. Scheme to integrate military and non-military defense components
(Kemenhan, 2015)

their form is invisible. Some non-military threats include:

a. Ideological threats (individualism, materialism, radicalism, anarchism).
b. Political threats (trust in government, separatism, environment, democratization).
c. Economic threats (unemployment rate, infrastructure, economic inequality, low competitiveness).
d. Socio-cultural threats (poverty, education level, racial conflict, social inequality, foreign culture, human trafficking, corruption).
e. Public safety threats (natural disasters, thuggery, terrorism, food and energy, narcotics crimes).
f. Technological threats (cyber threats, technology lag, spread of viruses).
g. Legality threat (human rights issues, overlapping regulations, legal intervention).

2.4. SWOT Method

SWOT analysis is the most common technique that can be used to analyze strategic cases (Hill & Westbrook, 1997). SWOT is a tool often used to analyze the internal and external environment to achieve a systematic approach and support for decision situations (Wheelen & Hunger, 1995). SWOT is an acronym for strength (S), weakness (W), opportunity (O) and threat (T). The first two factors (strengths and weaknesses) relate to internal factors of the organization, while opportunities and threats cover the broader context or environment in which the entity operates (Collins-Kreiner & Wall, 2007).

Internal and external factors are referred to as strategic factors, and are summarized in the SWOT analysis. Strengths and weaknesses are factors in the system allowing and hindering the organization from achieving its goals. Opportunities and threats are considered as external

Table 1. Matrix SWOT

Source: (Malik, et al., 2013)

INTERNAL/ EXTERNAL FACTORS	*STRENGTH (S)* (Maximal)	WEAKNESS (W) (Minimal)
Opportunities (O) (Maximal)	S-O Strategy (Maximal-Maximal)	W-O Strategy (Minimal - Maximal)
Threat (T) (Minimal)	S-T Strategy (Maximal- Minimal)	S-O Strategy (Minimal- Minimal)

factors facilitating and limiting the organization in achieving its respective goals (Wasike, et al., 2010).

2.5. Analytic Hierarchy Process (AHP)

Analytic Hierarchy Process (AHP) is a general measurement theory. AHP was used to derive the ratio scale of both discrete and continuous comparison pairs. This comparison can be taken from actual measurements or from a fundamental scale reflecting the strengths of preference and objectivity (Saaty, 1987). AHP is a mathematically based procedure which is very good and suitable for the evaluation conditions of qualitative attributes. These attributes are mathematically quantitative in 1 (one) set of paired comparisons. The advantages of AHP compared to others are due to the hierarchical structure, as a consequence of the selected criteria,

down to the most detailed sub-criteria (Makkasau, 2012).

AHP describes a complex problem of a multi-factor or multi-criteria into a hierarchy. According to Saaty, hierarchy is defined as a representation of a complex problem in a multi-level structure, where the first level is the goal, followed by the factor, criteria, sub-criteria level and so on. Down to the last level of the alternative with a hierarchy of a complex problem, it can be broken down into groups then arranged into a hierarchy as the problem will appear more systematically structured. One of the main advantages of AHP differentiating it from other decision-making models is that there is no absolute consistency requirement. Therefore, the existence of problems can be felt and observed, but the completeness of numerical data does not support to model problems quantitatively. In determining the weight of each criterion in AHP, it can be described as follows:
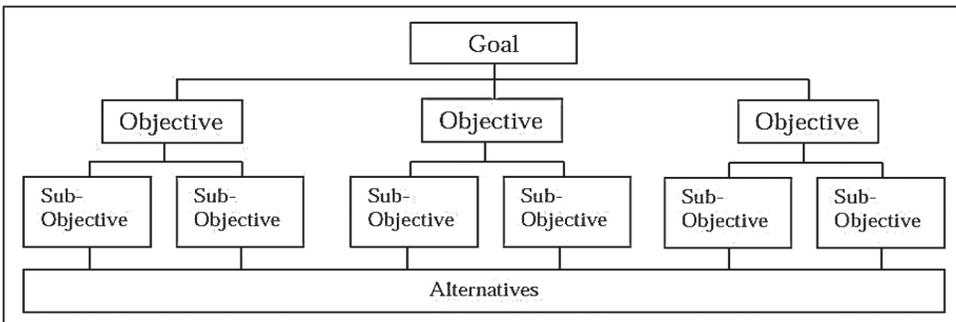

Fig. no. 3. AHP Structure.

In preparing the AHP procedure, it can be grouped into two steps (Saaty, 1990):

a. Hierarchy formation, (Decomposition). Hierarchy is used to show the effect and objective from highest to lowest level. A hierarchy can also be used to decompose a complex problem; hence, the problem becomes structured and systematic.

b. Pairwise Comparative. Pairwise comparison is implemented to consider decision factors or objectives and alternatives by taking into account the relationship between other factors/sub factors or criteria/sub criteria.

Instinctively, humans can estimate modest quantities through their senses. The most straightforward process is to compare two things with a justifiable accuracy of the comparison. For this reason, Saaty (2006) determined quantitative scales of 1 to 9 to assess the comparison of the importance of another element. The scale of the comparison can be explained as follows:

Table 2. Rating Scale of AHP (Saaty, 1990)

Scale of Interest	Definition	Explanation
1	Equally Important	Two activities contribute equally to an objective
3	More Important	One activity is slightly more important than the other activities
5	Important	One activity is more important than the other activities
7	Very Important	One activity is very important compared to other activities
9	Extremely Important	One activity is extremely important compared to other activities
2, 4, 6, 8	Median	
Reciprocal	Describes the dominance of the second alternative over the first alternative	

2.6. Method/Stages

Based on the research focus and objectives, the research approach used in this study is a quantitative approach. In this study, data sources consisted of two types, primary and secondary data. The main data were obtained from interviews and questionnaires from 6 (six) selected experts. These experts provided information that will serve as the main data source in the early stages of research development. Research subjects are selected according to the needs of the empowerment of the area where this research took place, including: Government of Lamongan Regency, commanders of Indonesian Navy (TNI AL), several Heads of related agencies, commanders of Kodim, and District Heads were selected because the work units are directly related to the development of empowering the defense aspect of the Paciran area.

Table 3. Research Subject.

No	Respondent/*Expert*	Total
1.	Government of Lamongan	1
2.	Regency	1
3.	Commander/Staff of	2
4.	Indonesian Navy (TNI	1
5.	AL)	1
	Head/Staff of Related Agencies	
	Commander/Staff Kodim	
	Head/Staff of Sub-District	

The research site was in Paciran sub-district, Lamongan Regency. Paciran is one of the sub-districts in the Lamongan Regency, which is in the Northern Hemisphere of the capital city of Lamongan Regency with a distance of + 43 Km. Paciran sub-district consists of 16 villages, 1 urban village, 34 hamlets, 95 RW, 379 RT. The area of Paciran is 61,304 Km2 located at an altitude of 2 meters above sea level.
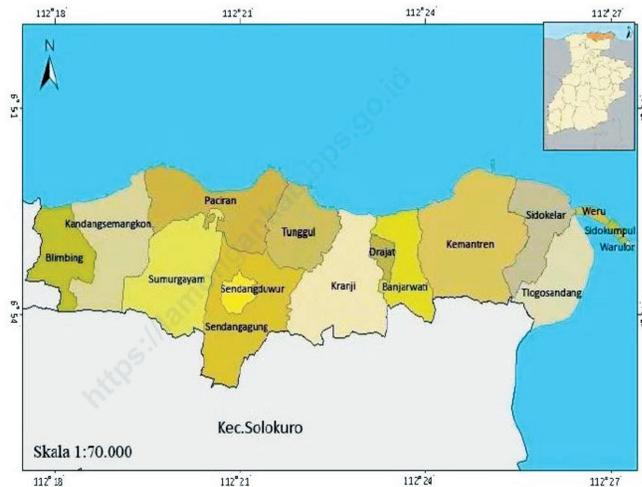

Fig. no. 4. Map of Lamongan Regency, (BPS-Lamongan, 2016)

2.7. Research Stages and Objectives

a. Formulation and development strategy of national defense in encountering non-military threats in Paciran, Lamongan Regency

b. Determining the priority of the national defense development strategy in facing non-military threats in Paciran, Lamongan Regency

factors and the Astagatra corridor to identify internal factors as well as non-military defense strategies. Second, the strategy formulated in the SWOT analysis will form a strategic hierarchy structure to identify the linkages between the strategies. This condition aims at analyzing the correlation between the development strategy for empowering non-military defense in mapping related strategies. Hierarchy preparation and strategy determination in this
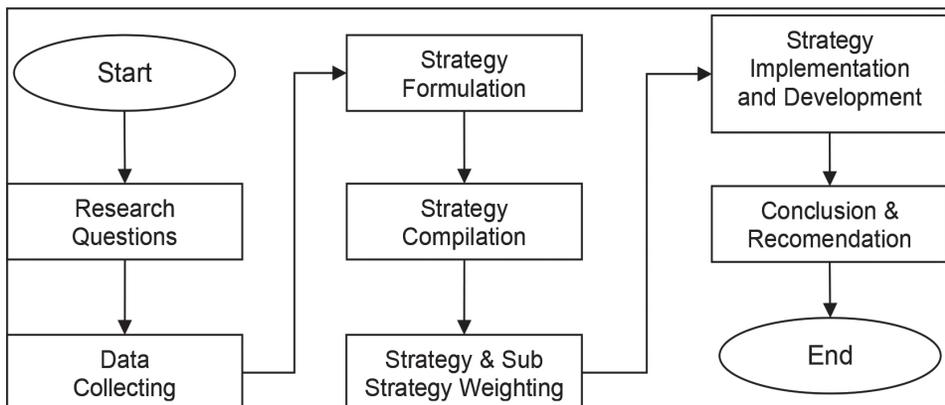

Fig. no. 5. Research Flow Chart

In this study, there are several stages to achieve the expected objectives. First is the identification and formulation strategies. In this study, SWOT analysis method was used to identify and formulate several strategies for developing empowerment of non-military defense in the Paciran area. The SWOT analysis method used in this development strategy is integrated with the Analysis area corridor of PEST Theory to identify external

study were carried out employing the Analytic Hierarchy Process (AHP) method. Hierarchy or decision structure is made to describe the identified system elements or strategic alternatives.

3. RESULT

The research stage began with data collection by conducting interviews with six expert personnel (E1; E2; E3; E4; E5; E6)

in the development strategy for empowering defense area. After all data are collected, the data are divided into 2, namely external and internal analysis. To find out the strengths and weaknesses in internal conditions related to posture development, and to find out the opportunities and threats, a SWOT analysis is used. SWOT also serves to determine the current condition of the Indonesian Navy (TNI AL)'s posture development. After the analysis was carried out, it was extended by developing 4 types of strategies, namely: Strength-Opportunity (S-O) Strategy, Weakness-Opportunity (W-O) Strategy, Strength-Threat Strategy (S-T), and Weakness-Threat (W-T) Strategy.

3.1. Formulation and Strategy

The external environment is external factors that can affect the choice of direction and action and affect the organizational structure and internal processes. External environmental analysis indicates the opportunities and threats faced in development strategy for empowering defense area. External analysis aims at gaining knowledge about new opportunities can affect strategy development and is not only limited to opportunities to implement the strategy but can also take the form of obstacles or challenges.
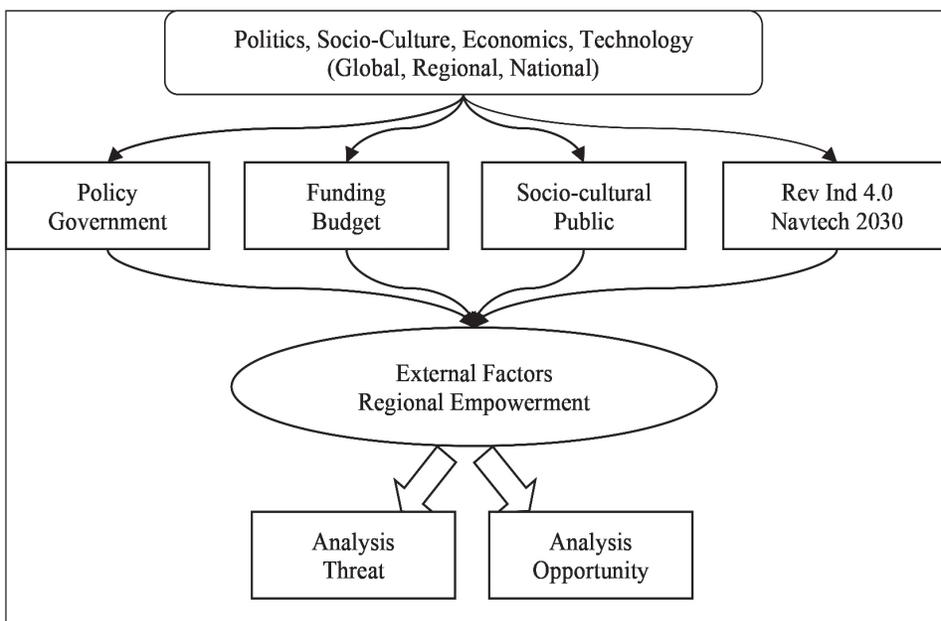

Fig. no. 6. Analysis of External Factors for Empowering Defense Areas.

Table 4. Analysis of External Factors for Empowering Defense of Paciran, Lamongan.

Factor Analysis	Opportunity	Resistance
World Maritime Axis Policy	- In line with the development for empowering defense areas - Synergizing with port development in Lamongan.	
Geographical Position and Physical Form	- Located in a strategic position in waters of northern Java	
Population awareness (Maritime domain Awareness).		- Maritime awareness is still low in Paciran in particular and Lamongan in general
Population demographics	- Abundant workforce	- Become a social burden if not properly prepared
Population composition	- Most of them are in the central and south Lamongan region.	
The character of the Indonesian nation	- Lamongan as the history of a maritime country, a maritime gateway	
Economic growth	- Economic growth above the national average	- Uneven economic growth between the North and Central Lamongan regions
Maritime Service Industry	- There is a maritime service industry in the North Lamongan Region	- Maritime Service Industry (Injasmar) does not absorb all the workforce from the local community

Factor Analysis	Opportunity	Resistance
Information system infrastructure and technology	- Having sufficient basic information system infrastructure and maritime technology	- Still being partial
Budget		- Empowerment of defense areas is only supported from the central budget
Socio-cultural	- The socio-cultural level of religion is quite good in the North Lamongan region	

3.2. Internal Factor Analysis

Analysis of the internal environment aims at identifying a number of strengths and weaknesses in the internal business processes and resources. Resources and internal business processes are said to possess strength if these resources and internal business processes acquire the capability that will create distinctive competencies, so that an organization will gain an advantage.
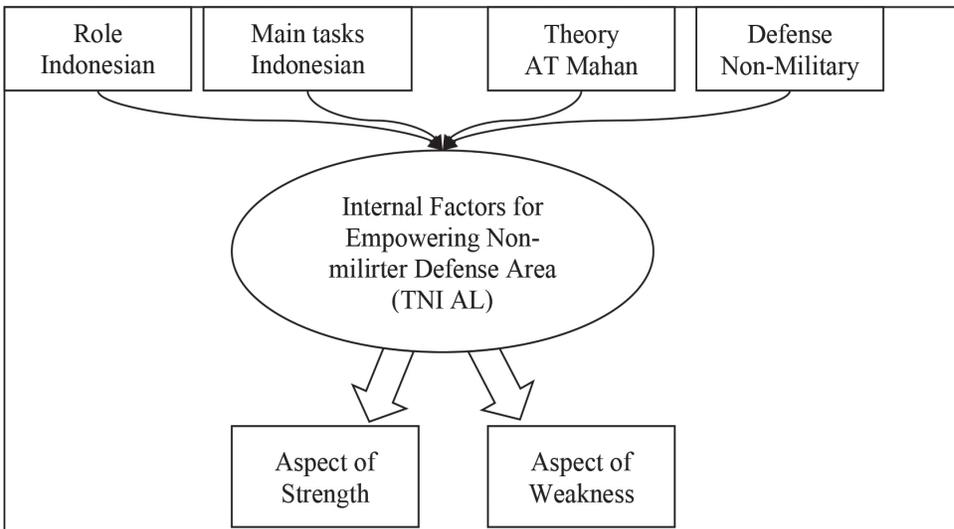

Fig. no. 7. Analysis of Internal Factors for Empowering Non-military Defense Area of Paciran-Lamongan Region .

In the development strategy of non-military defense in Paciran area, analysis of internal factors is used to identify strengths and weaknesses (Fig. **no. 7**). The analysis of internal factors is based on several aspects, including 1) Main Duties of the Indonesian Navy (TNI AL); 2) The role of the Indonesian Navy (TNI AL); 3) AT Mahan theory; 4) Non-Military Defense Theory. Based on the results of data collected through interviews with relevant experts, research documents, observations and some literature, internal factors can be formulated. Identification of these internal factors, including:

Table 5. Analysis of Internal Factors for Empowering Defense of Paciran, Lamongan.

Factor Analysis	Strength	Weakness
The role of the Indonesian Navy (TNI AL)	- As the biggest power in Southeast Asia. - As a balancing force in Asia Pacific.	- Soldiers' welfare is still low.
AT Mahan Theory	- Character as a maritime society - Lamongan is located close to the Java Sea. - Physical form as a maritime city - The workforce is abundant.	- The area is mostly for agriculture. - The city government has not maximized its maritime potential. - The strength of Municipal Police is still limited.
Main Duties of the Indonesian Navy (TNI AL) • **Defense** • **Security** • **Intelligence** • **Support** • **Empowerment of Defense Areas**	- Sufficient defense and security capabilities - Regional intelligence capabilities integrated with other units. - The ability to support and empower the defense area is quite good and has cooperated with other Regional Leadership Conference (Muspida).	- Intelligence capabilities have not been supported by an information system capabilities. - Cyber capabilities are still separate. - The ability to support still depends on non-alternative energy - Non-military personnel are still lacking at a technical level

Factor Analysis	Strength	Weakness
Non-Military Power	- There is sufficient available reserve power of Banser, Ansor and Muhamadiyah. - State defense is based on religious ideology that is quite strong.	- Development of non-military defense areas that are not in line with development - Partial political party. - Limited non-military technology.

3.3. Determination of Strategic Priorities

After the internal factors are grouped into strengths and weaknesses, external factors are grouped into opportunities and threats. The next step is to weight IFAS - EFAS. Based on the results of interviews and questionnaires, it was found that the strategy of non-military defense area in Paciran-Lamongan still has weaknesses and threats. Based on the SWOT matrix, the following analysis results are obtained:

Table 6. Strength Analysis of Strategy for Empowering Defense Areas.

No	Internal Strategy Factors	Weight	Rating	Score
S	**Strength**			
1	As the biggest navy power in Southeast Asia.	0.101	4.500	0.455
2	As a balancing force in Asia Pacific	0.131	4.167	0.544
3	Character as a maritime society	0.077	3.667	0.282
4	Lamongan is located close to the Java Sea	0.107	3.833	0.411
5	Physical form as a maritime city	0.055	4.500	0.248

| No	Internal Strategy Factors	Weight	Rating	Score
6	The workforce is abundant.	0.116	3.667	0.424
7	Sufficient defense and security capabilities	0.110	4.167	0.460
8	Regional intelligence capabilities integrated with other units	0.070	3.833	0.268
9	The ability to support and empower the defense area is quite good and has cooperated with other Regional Leadership Conference (Muspida).	0.063	3.500	0.220
10	There is sufficient available reserve power of Banser, Ansor and Muhamadiyah.	0.094	3.333	0.313
11	State defense is based on religious ideology that is quite strong	0.076	4.667	0.357
	Total	1.000		3.985
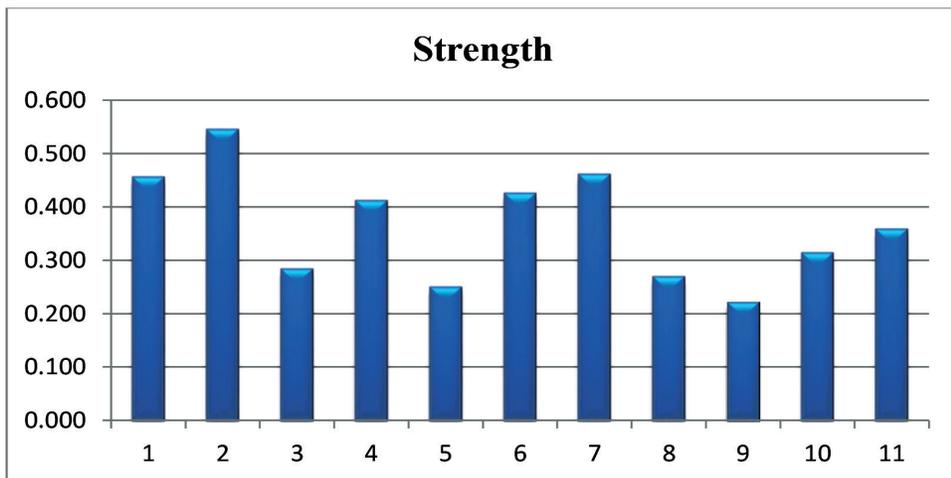
Fig. no. 8. Histogram of Strength Aspect

Table 7. Weakness Analysis of Strategy for Empowering Defense Areas.

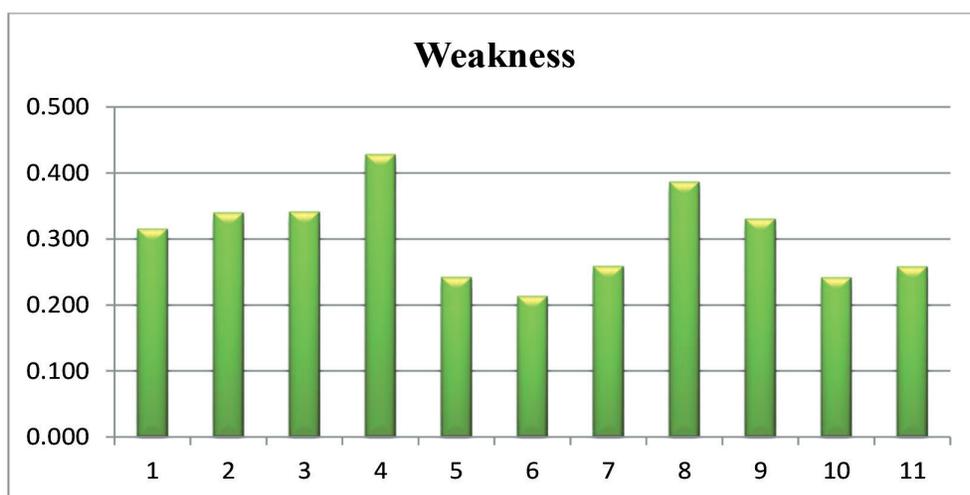| W	Weakness			
1	Soldiers' welfare is still low	0.090	3.500	0.316
2	The area is mostly for agriculture	0.093	3.667	0.340
3	The city government has not maximized its maritime potential.	0.102	3.333	0.342
4	The strength of Municipal Police is still limited	0.112	3.833	0.429
5	Intelligence capabilities have not been supported by an integrated information system capabilities	0.086	2.833	0.242
6	Cyber capabilities are still separate	0.071	3.000	0.214
7	The ability to support still depends on non-alternative energy	0.078	3.333	0.259
8	Non-military personnel are still lacking at a technical level	0.106	3.667	0.387
9	Development of nonmilitary defense areas that are not in line with development	0.104	3.167	0.331
10	Partial political party	0.081	3.000	0.242
11	Limited non-military technology.	0.077	3.333	0.258
	Total	1.000		3.360

Fig. no. 9. Histogram of Weakness Aspect.

From the results of the analysis on Table 6 and Table 7 above, the Strength factor has a total score of 3.981, while the Weaknesses factor has a total score of 3.247. The average score of Strength has a total value of 3,985 meaning that each respondent gives a good score on the company's internal factors. The average score of Weaknesses has a total value of 3.333 meaning that each respondent gives a score on sufficient internal factors.

In the power factor analysis, sub-factor of S2, in which Indonesia is as a balance of strength in the Asia Pacific region, has the highest score of 0.543. Whereas, in the analysis of the weakness factors, sub-factor of W4, which is the limited strength of the personnel of the civil service unit, has the highest score of 0.444.

Table 8. Opportunity Analysis of Strategy for Empowering Defense Areas

| No	External Strategy Factors	Weight	Rating	Score
O	**Opportunity**			
1	In line with the development for empowering defense areas	0.119	4.167	0.494
2	Synergizing with port development in Lamongan	0.134	4.500	0.604
3	Located in a strategic position in waters of northern Java	0.197	4.667	0.921
4	Abundant workforce	0.099	3.500	0.347
5	Most of them are in the central and south Lamongan region	0.100	3.500	0.350
6	Lamongan as the history of a maritime country, a maritime gateway	0.302	3.500	1.059
7	Economic growth above the national average	0.048	3.667	0.177
	Total	1.000	3.929	3.951
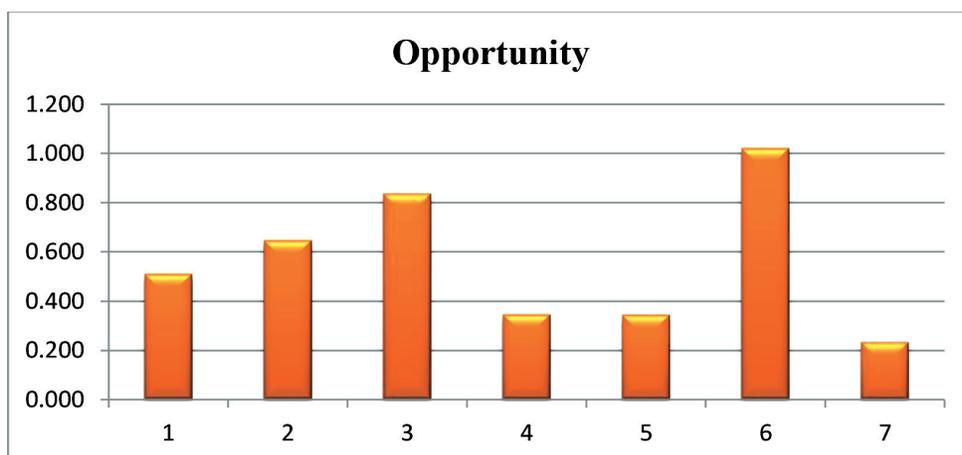
Fig. no. 10. Histogram of Opportunity Aspect.

Table 9. Threat Analysis of Strategy for Empowering Defense Areas.

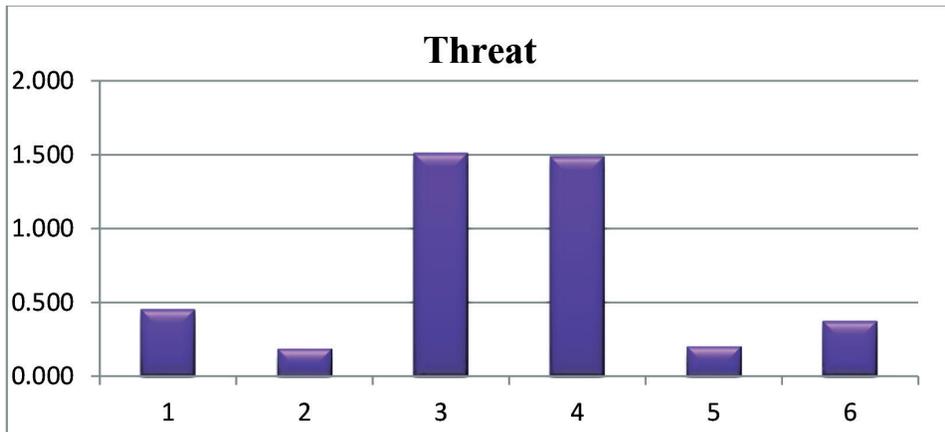| T	Threat			
1	Maritime awareness is still low in Paciran in particular and Lamongan in general	0.109	4.167	0.452
2	Workforce Become a social burden if not properly prepared	0.044	4.333	0.189
3	Uneven economic growth between the North and Central Lamongan regions	0.313	4.833	1.512
4	Maritime Service Industry (Injasmar) does the availability of not absorb all the workforce from the local community	0.389	3.833	1.490
5	Information systems and technology infrastructure are still partial	0.053	3.833	0.204
6	Empowerment of defense areas is only supported from the central budget	0.093	4.000	0.374
Total		1.000	4.167	4.220

Fig. no. 11. Histogram of Threat Aspect

From the analysis results of Table 8 and Table 9 above, the opportunity factor has a total score of 3.95, while the constraint factor has a total score of 4.222. The average score of Opportunity has an aggregate score of 3,929. The average score of Weaknesses has an aggregate score of 4.167. In the opportunity factor analysis, the sub-factor of O6, in which Lamongan is as the history of the maritime gateway country, has the highest score of 1.059. Meanwhile, in the analysis of threat factors, the sub-factor of T3, which is uneven economic growth, has the highest score of 1.512.

Furthermore, the aggregate score of each factor can be detailed as follows: Strength 3,981; Weaknesses 3,364; Opportunities

3,951; and Threats 4,220. Seen from the aggregate score obtained from each respondent, the internal condition of the strength factor has a better aggregate score than the weakness factor. Furthermore, from external conditions, the threat factor has a better average score than the opportunity factor. Therefore, these conditions can be identified in the following SWOT diagram:

Table 10. Matrix EFAS-IFAS on SWOT.

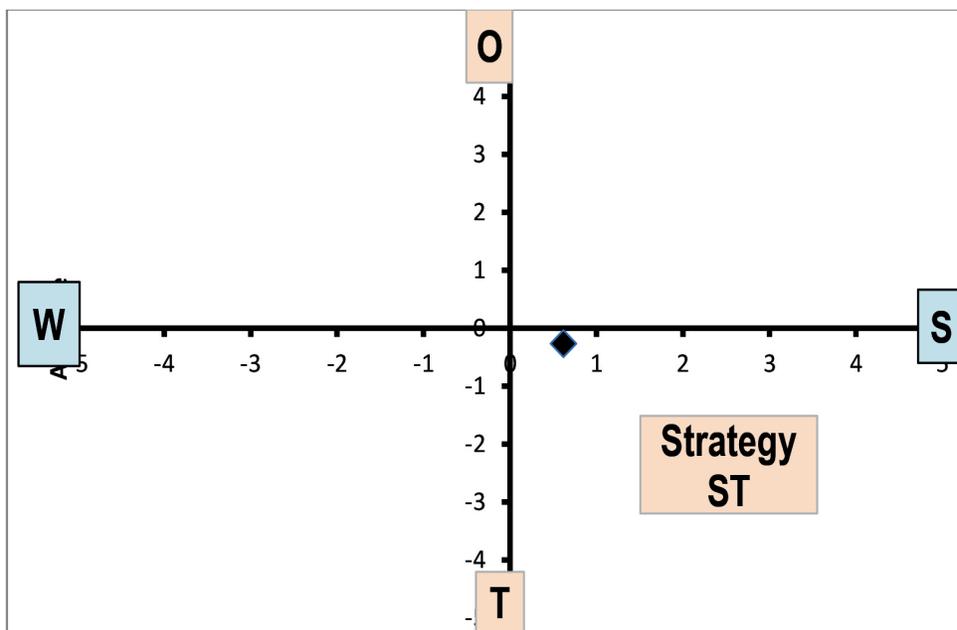| S	W	quadrant	Axis
3.981	3.364	0.618	X
O	**T**	**Quadrant**	
3.951	4.220	-0.268	Y

Fig. no. 12. EFAS-IFAS Diagram SWOT Analysis.

From results of Table 10 and Fig. **no. 12** above, It shows that the development strategy for empowering the defense area in Paciran-Lamongan is in the positive-negative quadrant (ST Strategy). This condition is the most dominant position of internal factors in anticipating all existing threats. The results of the diagram show that the X axis which is the difference between Strength and Weaknesses obtains a score of +0.618, and the Y axis which is the difference between Opportunities and Threats obtains a score of -0.286.

This condition indicates the development strategy for empowering the defense areas in the Paciran-Lamongan has a strong condition and a fairly prominent threat. Therefore, it is necessary to make related efforts by utilizing existing strengths to anticipate or overcome the current threats.

Table 11. Sub Strategy for Empowering Defense Areas.

STRENGTH	THREAT
S1. As the biggest navy power in Southeast Asia. S2. As a balancing force in Asia Pacific. S3. Character as a maritime society S4. Lamongan is located close to the Java Sea. S5. Physical form as a maritime city S6. The workforce is abundant. S7. Sufficient defense and security capabilities S8. Regional intelligence capabilities integrated with other units. S9. The ability to support and empower the defense area is quite good and has cooperated with other Regional Leadership Conference (Muspida). S10. There is sufficient available reserve power of Banser, Ansor and Muhamadiyah. S11. State defense is based on religious ideology that is quite strong.	T1. Maritime awareness is still low in Paciran in particular and Lamongan in general T2. Workforce Become a social burden if not properly prepared T3. Uneven economic growth between the North and Central Lamongan regions T4. Maritime Service Industry (Injasmar) does the availability of not absorb all the workforce from the local community T5. Information systems and technology infrastructure are still partial T6. Empowerment of defense areas is only supported from the central budget
ST (Strength-Threat) Strategy	
(ST)1. Arousing maritime awareness with the spirit of the character of the maritime community, physical form and the location of the city of Lamongan as a maritime city. (ST)2. Preparing an abundant workforce is directed at supporting the development of the Maritime City because there is a fairly good economic potential. (ST)3. Building available maritime potential and supporting potential to provide economic equality in the Lamongan region. (ST)4. The development of the potential of Maritime Service Industry (Injasmar) by prioritizing local workforce to support the acceleration and absorption of local labor. (ST)5. Collaboration between *muspida* that has been quite well established can be utilized by building an information system connected to networks and technology, so that it is mutually integrated. (ST)6. Providing allowances in the form of a religious organization because of a strong enough religious basis to support the minimum budget for empowering the regional defense areas.	

Although the ST strategy is the best alternative strategy having the highest weighting score, it is uncertain that all the existing sub-strategies can be implemented simultaneously. Therefore, it is necessary to prioritize if they encounter resource constraints in the implementation of those sub-strategies. The determination of policy priorities from several policy sub-strategies resulted from the SWOT analysis in this study were carried out using The Analytical Hierarchy Process (AHP).

4. DISCUSSION

Based on the results of the SWOT analysis and the expert validation, the selected ST strategy obtained 6 (six) alternative sub-strategies in the context of developing empowerment of defense areas in Paciran-Lamongan. These sub strategies include:

a. Arousing maritime awareness with the spirit of the character of the maritime community, physical form and the location of the city of Lamongan as a maritime city.

One form of the glory of the Indonesian nation and state is the breadth and abundance of maritime resources that can be utilized by many people, especially the coastal areas of Paciran-Lamongan. Therefore, it is extremely significant to foster and empower the determined attitude and identity of the maritime community as a form of state defense to ensure the survival of the Republic of Indonesia towards the world's maritime axis.

In the maritime community, including in Paciran-Lamongan, various sectors and sub-sectors of the maritime economy have grown having created social segments or categories like miners, industrial workers, tourism managers and employees, marines, academics/researchers, bureaucrats and others. Another tangible form of empowerment is to authorize fishing boats in the context of business development supported by qualified marine fishery's technology accompanied by building human resources for the maritime community itself. It will definitely experience a positive impact in exploring existing marine resources and reduce the risk of conflict between fishermen and weak economies. Empowerment itself means creating opportunities for maritime communities to determine their needs, plan and carry out their activities, which in turn establishes permanent independence in the life of the community itself.

b. Preparing an abundant workforce is directed at supporting the development of the Maritime City because there is a fairly good economic potential.

The success of other cities in developing their maritime sector shows

the importance of local government support and integrated policies to create a strong maritime ecosystem. For this reason, the synergy of maritime infrastructure development includes several related sectors like shipping, fisheries, tourism, shipping and maritime human resources and their institutions. Currently, economic products and activities in the maritime sector in the Paciran-Lamongan do not reflect the undoubted potential due to a number of constraints such as the weak shipbuilding and ship component industry, foreign domination in shipping services, and limited quality maritime human resources.

The demographic bonus can cause a demographic disaster if human resources are not of good quality characterized by low levels of education and skills. For that, it is necessary to consider policies to optimize changes in the population structure. Considering this demographic challenge is a cross-sectoral issue, it is necessary to strengthen intensive coordination with various stakeholders in formulating sustainable national development planning policies. Cooperation between central and regional governments, business actors, industry, education sector and community need to be carried out to prepare the potential of young age groups in responding to demographic challenges.

c. Building available maritime potential and supporting potential to provide economic equality in the Lamongan region.

Maritime development is no longer positioned as a peripheral sector, but it is perceived as a driving force for the economy as well as a source of progress and prosperity for the people of Paciran-Lamongan. If the potential of the maritime sector can be managed and maximized by the local government, of course, it will be qualified to provide significant other value to development. Maritime economic potential consists of marine wealth in the form of renewable natural resources like fisheries, coral reefs, mangrove forests, seaweed, and biotechnology products. There is also the potential for marine energy: tides, waves, wind, and OTEC or Ocean Thermal Energy Conversion.

d. The development of the potential of Maritime Service Industry (Injasmar) by prioritizing local workforce to support the acceleration and absorption of local labor.

All *Injasmar* companies operating in Paciran-Lamongan must prioritize the recruitment of local workers. It is because the existence of companies investing in this area is an effort to create jobs for the local community. An understanding between the Government of Lamongan Regency and the company in recruiting workers should be existed. It is not

just an appeal, companies to sign a Memorandum of Understanding (MoU), regarding the company's participation in empowering and placing local workers. Therefore, local workforce receives priority. In fact, It is not only in acceptance, but also in skills training and apprenticeship for local men.

e. Collaboration between muspida that has been quite well established can be utilized by building an information system connected to networks and technology, so that it is mutually integrated.

An information system collaboration between Muspida can increase the security of information on security. Currently, organizing Regional Governments with more extensive authority in the regions is one of the essences of decentralization and regional autonomy. Preparation of decentralization principles and granting autonomy to regions will further support regional independence in formulating policies according to the local wants, needs and characteristics. One of the necessary policies that need to be carried out by Regional governments in information technology development is the existence of an institution functioning as an information technology manager, whether in the form of information infrastructure, information technology or network infrastructure; as a data processing center work unit which is expected to act as a driving force

towards data automation for all levels of administration and regional government services to support the implementation of Good Government.

f. Providing allowances in the form of a religious organization because of a strong enough religious basis to support the minimum budget for empowering the regional defense areas.

In essence, religious harmony is a noble value has long been taught and passed on by the ancestors of the Indonesia. This nation has successfully constructed many traditional systems and local wisdoms to create an atmosphere of harmony and peace in a pluralistic society. However, considering religious harmony is a dynamic condition that must continually be maintained, the Government together with all components of society must continue to strive to protect and preserve it.

g. To maintain the existing harmonious conditions, coordination between religious institutions, government officials, media agencies, and figures had also been carried out periodically, either monthly, semiannually or annually. Interfaith Leader Coordination was attended by representatives from religious councils and administrators of religious organizations. Periodically and from time to time, coordination of

the control of religious harmony is also carried out. The involvement of various elements of society in the effort to maintain harmony also has a very high urgency, especially among youths, students, and students in the area of Paciran-Lamongan.

5. CONCLUSIONS

In the formulation of a strategy for developing the empowerment of the non-military aspect of defense in Paciran-Lamongan, the selected strategy has been identified, namely the ST strategy (using strength to deal with threats) consisting of six sub strategies. The six sub strategies include: 1) Arousing maritime awareness with enthusiasm as the character of maritime society, physical form and location of Lamongan city as Maritime city as sub strategy 1 (ST-1) with a weight of 0.212; 2) Preparing an abundant workforce directed at supporting the development of Maritime cities because there is a fairly good economic potential as sub strategy 2 (ST-2) with a weight of 0.195; 3) Developing available maritime potential and supporting potential to provide economic equality in the Lamongan region as sub strategy 3 (ST-3) with a weight of 0.154; 4) Development of the potential for Injasmar by prioritizing local native labor, to support the acceleration

and absorption of regional labor as sub strategy 4 (ST-4) with a weight of 0.165; 5) Collaboration between muspida that has been quite well established can be utilized by building an information system connected to networks and technology so that sub-strategy 5 (ST-5) is mutually integrated with a weight of 0.163; 6) Providing allowances in the form of a religious organization because of a strong enough religious basis to support the minimum budget for empowerment of regional defense areas with a weight of 0.111.

Future Work (Further Research)

- In strategic management, there are three stages: strategy development, strategy implementation and strategy evaluation. As a suggestion for further research, it is necessary to determine an appropriate strategy implementation plan.
- To further complement the research results, further research should be carried out on mitigation and risk analysis.
- In further research, it is necessary to formulate a road-map in the development of strategy of non-military aspects not only in terms of naval aspects.

6. ACKNOWLEDGEMENT

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