
THE EFFECTIVENESS OF THE MARINE SECURITY AGENCY IN IMPLEMENTING THE FUNCTION OF LAW ENFORCEMENT IN INDONESIAN SEA

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ABSTRACT

The phenomenon used as the object of research is the effectiveness of the Marine Security Agency or *Badan Keamanan Laut Republik Indonesia* (BAKAMLA) in implementing the function of law enforcement in Indonesian sea water with the aim of research is (1) analyzing the effectiveness of marine Security Agency in carrying out the function Law enforcement in Indonesian sea waters; (2) Develop a new concept of the effectiveness analysis of the Marine Security Agency in implementing the function of law enforcement in Indonesian sea waters. This research uses qualitative research approaches. A 9-person research informant is determined by snowball technique. Collection of secondary data using library studies; Primary data collection using interview and observation techniques. Data analysis uses descriptive analysis developed with the analysis of the triangulation of the observers. The results showed that the effectiveness of the Marine Security Agency in implementing the function of law enforcement in Indonesia's marine waters has not been optimal, because it only achieved 60 percent performance from the initial target of 70 percent; and serves only 8.41 percent in law enforcement proceedings with a total of 27 cases. This is due to decreased implementation of BAKAMLA operations during fiscal year 2018. When compared with the complexity of the demands and security challenges of Indonesia's sea water which covers approximately 5.8 million km² with the geographical condition of the island country consisting of 17,054 islands, the effectiveness of BAKAMLA In implementing the functions of law enforcement in the Indonesian sea waters and the region of Indonesia's jurisdiction gradually and sustainably need to be improved. The research also found a new concept of marine security infrastructure Management in Indonesia that can be used to analyze the optimization of early warning functions; Security and rescue operations; Search and relief operations in the Indonesian sea waters and jurisdiction of the territory of Indonesia which includes planning, procurement, use and utilization, maintenance and repair, removal and alienation.

INTRODUCTION

Indonesia develops the concept of Indonesian archipelago by seeing Indonesia into its political, with the principles of the archipelago (archipelagic state) According to the Declaration of Djuanda 1957 (Arif & Kurniawan, 2018). This concept was then

championed and gained world recognition as the concept of Archipelago territory in the *United Nations Convention on the Law of the SEA/unclos 1982* (Sciascia, 2013). Since then all Indonesian political parties are adapted to the provisions of THE UNCLOS, including all statutory

regulations reviewed and adapted to the interests of Indonesia and the provisions of UNCLOS (Dirhamsyah, 2005). Based on UNCLOS 1982, Indonesia in carrying out its its sovereignty duties and functions in Indonesian waters including inland waterways, archipelago waters, and territorial seas must accommodate international interests especially in cross (cruise and aviation) through the archipelago waters and the territorial Sea of Indonesia.

Recognizing that the marine region as the largest part of Indonesia which has strategic position and value is the basic capital of national Development (GINDARSAH & Priamarizki, 2015), the efforts of marine resources management which covers various aspects of political life, economics, socio-cultural, defence, and security necessarily needs to be organized in a patterned, unified, sustainable and instittioned with a standard of policy and clear and thorough objectives. The efforts to manage this maritime resource are the embodiment of the sovereignty of the NKRI. Therefore, the unitary State of the Republic of Indonesia reserves the right to conserve and manage biological resources in the offshore. The rights of this country are organized by the Government, by carrying out government functions related to the management efforts of marine resources as one of the basic capital of national development. The functions of the government in question include the function of protection, defence function, and law enforcement functions related to marine security. Based on this context, the law No. 32/2014 grants the Government a mandate to: a). eradicate international crimes; b). Eradicate the Dark broadcast; c). Protecting national vessels, whether in technical, administrative, or social fields; D). conduct immediate pursuit; e). Preventing and tackling marine

pollution by working with countries or related international institutions; and f). Participating in fisheries management through regional and international fisheries management forums.

Enforcement of sovereignty and law in Indonesian waters, the seabed, and the Continental Foundation under it, including the natural wealth contained therein and sanctions for violations are implemented in accordance with the provisions of the Regulations International law and Legislation (Kusuma-Atmadja & Purwaka, 1996). Jurisdiction in the enforcement of sovereignty and law against foreign vessels that are crossing the territorial sea and the waters of the Indonesian archipelago is implemented in accordance with the provisions of international laws and regulations. Law enforcement in this jurisdiction is then mandated by law No. 32/2014 on the Marine, one of which is with the mandate of forming an institution in charge of carrying out security patrol and safety in Indonesia's Marine Security Agency (BAKAMLA). Bakamla is a non-ministerial government institution located under and responsible directly to the President through the Coordinating Minister.

Nevertheless, the existence of BAKAMLA as one of the institutions responsible in the Indonesian maritime region is essentially to be studied in relation to the law enforcement efforts in the maritime region of Indonesia complex. Twelve institutions that are under the coordination of BAKAMLA have their own coordination pathway with a variety of unique tasks but overlap in some sectors. This needs to be the concern of BAKAMLA as a coordinating body replacing the Sea Security Coordinating Board (BAKORKAMLA) with stronger functions and duties, and the larger fleet and staff (Afrida, 2015). This encourages

the need to see the extent of the effectiveness of BAKAMLA in carrying out the function of law enforcement in Indonesian sea waters.

METHOD

Changes in governance and the development of the strategic environment today, the Maritime Security Coordinating Board reorganizes in order to improve intergovernmental coordination in the field of maritime security. Thinking about the need to re-establish the Maritime Security Coordinating Board as a substitute for a previously established Agency (1972), in 2003 through the Decree of the Coordinating Minister for Politics and Security, Kep Kep.05 / Menko / Polkam / 2/2003 Sea Security and Law Enforcement.

Through cross-sectoral hearings and meetings, on December 29, 2005, Presidential Regulation No. 81/2005 on the Maritime Security Coordinating Board (Bakorkamla) was established, which became the legal basis of the Maritime Security Coordinating Board. Since the enactment of Law Number 32 Year 2014 concerning Maritime Affairs, Bakorkamla has officially changed its name to the Maritime Security Agency (Bakamla). Bakamla's position was later reappointed with the issuance of Presidential Regulation No. 178 of 2014 concerning the Maritime Security Agency.

A New Approach to Law Enforcement in Indonesian Sea

The new concept is the development of applied theory which is used as the theoretical foundation for research concepts. New concept obtained from the effectiveness of BAKAMLA in carrying out the function of law enforcement in the Indonesian sea waters and the jurisdiction of Indonesia (Cameron, 2015). This concept is outlined into a theoretical

foundation, conceptual definition, and empirical foundations thus encouraging the implementation of a ' new concept ' in analyzing this problem (cordella & Tempini, 2015).

The theoretical foundation in this study refers to Siagian (1994, Hal. 32 – 34) which demonstrates eight parameters of organizational effectiveness consisting of: (1) The clarity of the objectives to be achieved; (2) Clarity of goal achievement strategy; (3) The process of analyzing and formulating a steady policy; (4) Mature planning; (5) appropriate Program preparation; (6) Availability of work facilities and infrastructure; (7) Effective and efficient implementation; and (8) educational surveillance and control system. Based on the effectiveness theory of the Siagian organization is compiled the conceptual definition that the effectiveness of the Marine Security Agency in implementing the law enforcement function is the success or achievement of the objectives of the implementation of policies and operational activities monitoring, prevention, and enforcement of lawlessness in Indonesia's territorial waters and the jurisdiction of Indonesia, which is revealed from the clarity of the objectives to be achieved, the clarity of the goal achievement strategy, the process of analysis and formulation Robust policy, mature planning, appropriate program preparation, availability of work infrastructure, effective and efficient implementation, monitoring and control system. With such conceptual definition it is composed of eight dimensions of Analysis: (1) dimensional clarity of objectives to be achieved; (2) Dimensional clarity of goal achievement strategy; (3) Dimensional analysis and policy formulation process; (4) Planning dimensions; (5) The dimension of program preparation; (6) Dimension of work

facilities and infrastructure availability; (7) Effective and efficient implementation dimensions; and (8) Dimensions of surveillance and control systems.

The conceptual definition used in the efficacy research of Bakamla in implementing the function of law enforcement in Indonesian sea waters is the success or achievement of the objectives of the implementation of policies and operational activities Oversight, prevention, and enforcement of lawlessness in Indonesia's territorial waters and the jurisdiction of Indonesia revealed from (1) The clarity of the objectives to be achieved, (2) clarity of the objectives of achievement strategies, (3) the Analysis and formulation of a steady policy, (4) careful planning, (5) The proper preparation of the program, (6) the availability of work facilities and infrastructures, (7) Effective and efficient implementation, (8) Monitoring and control system (Jackson & Gau, 2016).

From the conceptual definition it developed an 8-dimensional analysis: (1) The clarity analysis of objectives to be achieved, (2) analysis of clarity of objectives achievement strategies, (3) Analysis of policy formulation process, (4) Planning analysis, (5) analysis Program preparation, (6) Analysis of work facilities and infrastructures, (7) Effective and efficient implementation analysis, and (8) analysis of monitoring and controlling systems. Thus, the thought frame was designed by describing research management consisting of *input analysis*, *process analysis*, *output analysis*, *outcome analysis*, and *benefit analysis*. Input Analysis includes the phenomenon that is used as the object of research, quasi to the phenomenon, the title of research and concept of ideas, as well as a description of theories made as reference. *Process Analysis* is the collection and processing of secondary data obtained from various

books and documents; collection and processing of primary data obtained through written interviews with 9 research informants defined by *SnowBall Technique*. Data analysis is done by a descriptive analysis method developed with an observer's triangulation method. *Output Analysis* is the empirical findings that are made to make new concepts. *Outcome Analysis* is a new concept compiled as a result of theoretical development. *Benefit Analysis* is a practical recommendation. The skeleton of the idea is described as the application Model etymology of government science.

The new concept is the result of the application of Model epistemology (how the science is acquired) concentrated in the study of one formal object of government sciences (Chou, 2015), which is implementing the function of law enforcement by the Marine Security Agency Republic of Indonesia (Mulia S., ahmadi, & Suharyo, 2018). This research aims to form new concepts or update new concepts based on data. Therefore, the establishment of the concept is an integral part of data analysis and is initiated at the time of data collection. It is understandable that conceptualization is a way of organizing and understanding data. The process that occurs in conceptualization includes analyzing and organizing data into several categories based on themes, concepts or similar features. In addition, the development of new concepts is also done, formulating concepts and testing relationships between concepts (neuman, 2000, hal. 480). While this method of research used a qualitative research approach with the research informant as much as 9 people were determined with *Snow ball Technique* (Sharma, 2015). Collection of secondary data using library studies; Primary data collection using interview and observation techniques. Data

analysis uses descriptive analysis developed by the Observer's triangulation method.

A Descriptive Analysis of the Effectiveness of BAKAMLA

The results of interviews with 9 research informants are discussed according to the effectiveness theory of the Siagian organization to determine the objective conditions of the 9 effectiveness parameters organizational BAKAMLA. The discussion is conducted by referring to functional data and factual data. *The point of view* parameter is as followed:

From a descriptive analysis of the clarity of purpose to be achieved is a conceptual representation that BAKAMLA is sufficient to describe the clarity of the objectives to be achieved in describing law No. 32 year 2014 about And implementing the Presidential Regulation No. 2 year 2015 about the Marine Security Agency. The clarity of the objectives to be achieved is described in (1) the formulation of national policies in the field of security and safety in Indonesian territorial waters and areas of jurisdiction of Indonesia; (2) The implementation of security and safety early warning system in Indonesia's territorial waters and territory jurisdiction; (3) The operation of the care, supervision, prevention, and enforcement of violations of the law in Indonesian territorial waters and the jurisdiction of Indonesia; (4) The synergy and monitor the implementation of water patrol by related agencies; (5) The provision of technical and operational support to the relevant agencies; and (6) Provision of search and relief assistance in Indonesian territorial waters and jurisdiction of the territory of Indonesia. Clarity of objectives to be achieved BAKAMLA in carrying out the function of law enforcement in the Indonesian sea water area and the jurisdiction of Indonesia

for the period of 25 years is determined by the decree of the Government of the Sea security Number 84 year 2018 on the Grand Design of the Marine Security Agency of the Republic of Indonesia year 2019-2045.

From a descriptive analysis of clarity of objective achievement strategy obtained a conceptual representation that BAKAMLA is maximal enough in describing the clarity of the Objective Achievement strategy implementing Act No. 32 year 2014 about And implementing the Presidential Regulation No. 2 year 2015 about the Marine Security Agency. Clarity of this strategy is already description in the preparation of Grand Design BAKAMLA year 2019-2045 by giving a statement of strategic plan and strategic role BAKAMLA.

BAKAMLA Strategic Plan: Referring to the vision and mission of BAKAMLA as a professional and trustworthy institution of the community, and specifically BAKAMLA mission to maintain the security and sovereignty of the territory of Indonesia, then the strategic plan will be required ahead To make BAKAMLA performance better and optimally. Grand Design BAKAMLA is required to provide safety and security management policy direction of the sea in Indonesian territorial waters and jurisdiction, in order to run effective, efficient, measurable, consistent, integrated and sustainable, then Strategic plan in the period of 2019-2045 years. The strategic plan within this period is as follows: (1) The establishment of national policy on security and safety in Indonesia's territorial waters and the jurisdiction of Indonesia; (2) The creation of supervision and enforcement in the territorial waters and jurisdiction of Indonesia in an integrated area; (3) Realization of maritime information system in Indonesian water area and integrated jurisdiction of Indonesia; (4) The capacity

of an efficient, effective and reliable marine security institution. (5) The realization of human resource capacity of marine security apparatus, with global and reliable competence; and (6) fulfilment of reliable and modern marine safety and safety facilities and infrastructures.

BAKAMLA Strategic role: improvement to be achieved in order to increase security, safety, law enforcement and early warning systems security and safety in Indonesian territorial waters and the jurisdiction of Indonesia in a synergistic area In order to achieve Indonesia into a maritime country that is independent, advanced, strong, and based on national interests, strategic plan that has been mentioned giving birth to strategic role, namely: (1) Increased law enforcement in Indonesian water areas and jurisdiction of the territory of Indonesia; (2) Increased national policy in security and safety in Indonesian territorial waters and credible jurisdiction of Indonesia; (3) To realize the information System/early warning system of security and safety in Indonesian water regions and integrated jurisdiction of Indonesia, increasing the capacity of efficient and modern marine security institutions; (4) Increased human resource capacity (SDM) of professional marine security apparatus, high competence non-sectoral; (5) Increased safety and infrastructure facilities and infrastructures of reliable and modern marine-based early warning systems increased law enforcement in Indonesian territorial waters and the jurisdiction of the Indonesian jurisdictions in a unified area; (6) Increased national policy in security and safety in Indonesian territorial waters and credible jurisdiction of Indonesia; (7) Realizing the information System/early warning system of security and safety in Indonesia's territorial waters and integrated jurisdiction of Indonesia; (8) Increased capacity of

efficient and modern marine security institutions; (9) Increased human resource capacity (SDM) of professional marine security apparatus, high competence non-sectoral; and (10) the increasing means and infrastructure of marine safety and safety of reliable and modern-based early warning systems.

The analysis of clarity of policy formulation described above, it is acquired a conceptual representation that BAKAMLA has been maximal enough in describing the clarity of the formulation of organizational policy in implementing Law No. 32 year 2014 and implementing the Presidential Regulation No. 2 year 2015 about the Marine Security Agency. The clarity of the organizational policy formulation in question is already description in the preparation of Grand Design BAKAMLA year 2019-2045. Grand Design BAKAMLA is the parent concept of a scheme/outline of the Plan of Renewal and development of BAKAMLA in a holistic and comprehensive so that BAKAMLA has a strong existence to anticipate the challenges of the present and In the future. Grand Design BAKAMLA compiled for a period of 2019-2045, which is outlined in the framework of the development of organizations, human resources, as well as technology and infrastructure.

The vision of BAKAMLA, as a government agency given the mandate to coordinate and maintain sea security in the Indonesian region, is: "Guaranteed reliable and professional marine safety and security in accordance with national policy and International to support Indonesia's sovereign, independent and prosperous creation. " While the mission of BAKAMLA that has been established is a desirable strategic role in achieving the vision. The formulation of the mission which then has been disinherited with the

new task and function of BAKAMLA is as follows: (1) Maintain safety and security in Indonesian territorial waters, Indonesian and regional jurisdiction with guidelines on provisions National and international law; (2) To maintain the utilization and sustainability of marine resources in order to achieve national welfare; (3) To safeguard Indonesia's sovereignty and independence as the world's largest archipelago; and (4) encouraging Indonesia's ability to become a world-independent and robust maritime shaft based on national interests. With the vision and mission previously outlined, the Marine Security Agency also has a new objective, namely: "The construction of maritime security and safety systems, with improved surveillance systems, law enforcement and information systems Of Indonesia's territorial waters and the jurisdiction of Indonesia in an integrated and trustworthy manner".

Planning acquired a factual representation that BAKAMLA has been optimal enough in drafting program planning and budget to achieve strategic objectives of execution of tasks and functions for a budget year. But the planning of the program and the budget did not exceed the budget provided by the Government. This means that the effectiveness of BAKAMLA in carrying out limited law enforcement functions according to the Government's budget allocation policy. Therefore, BAKAMLA has not been optimal in implementing Law No. 32 year 2014 about Marine. Nevertheless, BAKAMLA has had a planning system for the next 25 years. The planning system in question is Grand Design BAKAMLA year 2019-2045. Grand Design BAKAMLA is the parent concept of a scheme/outline the plan of renewal and development of BAKAMLA in a holistic and comprehensive so that

BAKAMLA has a strong existence to anticipate various challenges in the present and in the future. Grand Design BAKAMLA compiled for a period of 2019-2045, which is outlined in the framework of the development of organizations, human resources, as well as technology and infrastructure. The purpose of this is to build a maritime security and safety system, with improved surveillance systems, law enforcement and information systems in Indonesia's territorial waters and the jurisdiction of Indonesia. and trustworthy.

Analysis of the program description is obtained a factual representation that managerial BAKAMLA has compiled and implemented various programs to optimize the implementation of law enforcement functions in the Indonesian sea water area and Jurisdiction of the territory of Indonesia. The preparation and implementation of the program referred to in the fiscal year 2018 includes the main secretariat program; Deputy field of operations and exercise; Deputy policy and strategy program; The program of Deputy information, law and cooperation. Implementation of law enforcement function by BAKAMLA is not optimal because the implementation of BAKAMLA program faced with the complexity of the problem of overlap the authority and ego sector of stakeholders. Nevertheless, BAKAMLA has had a planning system for the next 25 years. The planning system in question is Grand Design BAKAMLA year 2019-2045. The preparation of the Grand Design BAKAMLA includes various organizational development programs, human resources, as well as technology and infrastructure with the purpose of establishing a maritime security and safety system, with improved surveillance systems, Law enforcement and information systems in Indonesia's territorial waters and

the territory of Indonesia's jurisdiction is integrated and trustworthy.

Thus, it can be said that the availability of work facilities and infrastructure BAKAMLA obtained a factual representation that to become the *leading sector* of security and safety systems in Indonesia's sea waters and jurisdiction Indonesia BAKAMLA requires 255 units of patrol vessels consisting of: 3 aircraft carriers 110 meters; 6 patrol boats 80 meters, 122 patrol boats 48 meters, and 124 ship *Interceptor*. When compared with the number of patrols owned by BAKAMLA which only reached 25 patrol ship with the condition of part of the ship is not ready for operation, it can be stated that BAKAMLA only have 9.80 percent of the total needs of the patrol vessels Must have. With the condition of such operational infrastructures BAKAMLA certainly difficult to optimize the implementation of law enforcement function in Indonesian sea waters and territory jurisdiction of Indonesia effectively. Moreover, with the complexity of problem overlap authority and ego sectoral then the existence of BAKAMLA become not optimal to be the *leading sector* of the implementation of security and safety systems of the sea Indonesian.

In addition, effective and efficient implementation of a factual representation that the implementation of various policies, programs and operational activities BAKAMLA not only faced with resource limitations but BAKAMLA also Faced with the difficulty of becoming a *leading sector* in the implementation of security and safety systems in the Indonesian sea waters and jurisdiction of the Indonesian territory. One of the most prominent components of resource limitations and effect on its effectiveness and efficiency is that BAKAMLA only has 9.80 percent of the total needs of patrol vessels to perform

security and rescue operations throughout the A maritime zone that reaches 255 patrol vessels consisting of various types and operating capacities. BAKAMLA not only faced with the limited resources but BAKAMLA also faced with the problem of overlap authority and conflict of sectoral interests causing BAKAMLA difficult to become a *leading sector* in Security and safety systems at sea. With such situations and conditions then the effectiveness of BAKAMLA in carrying out the function of law enforcement in the territory of the Indonesian sea water and the jurisdiction of Indonesia to be not optimal.

From the descriptive analysis of surveillance and control systems acquired a factual representation that in the internal sphere of BAKAMLA implementation of supervision and control functions performed by the Inspectorate. But the implementation of the inspectorate function is not yet effective because in the year budget 2016 and 2017 BAKAMLA get the *Disclaimer* assessment from the audit board of Finance. In the external sphere of BAKAMLA, monitoring and controlling performance of illegal activities in the Indonesian sea water regions and the jurisdiction of Indonesia conducted by BAKAMLA is not optimal, due to the extent of territorial waters, geographical conditions, Facilities and infrastructures are very limited, human resources are also limited, there is a border area distance several neighboring countries and the development of rapid technology so that BAKAMLA often left in terms of technology with Neighboring countries such as Singapore. One component of the limitations of the most prominent and influential infrastructures on the effectiveness of surveillance and control of illegal activities in the territory of the Indonesian sea and the jurisdiction of Indonesia is that BAKAMLA has only 9.80

Percent of the total needs of patrol vessels to perform surveillance and controlling operations across the maritime zones reaching 255 patrol vessels consist of various types and operational capacities.

There to, analysis of the facilities and infrastructure of BAKAMLA obtained a factual representation that to become the *leading sectors* of security and safety systems in Indonesia's sea water and the jurisdiction of Indonesia Bakamla Requires 255 units of patrol vessels consisting of: 3 aircraft carriers 110 meters; 6 patrol boats 80 meters, 122 patrol boats 48 meters, and 124 ship *Interceptor*. When compared with the number of patrol boats owned by BAKAMLA which only reach 25 patrol boats, it can be stated that BAKAMLA only has 9.80 percent of the total needs of the patrol vessels that must be owned. With the condition of such operational infrastructure BAKAMLA difficult to optimize the implementation of the function of law enforcement in the Indonesian sea water and territory jurisdiction of Indonesia effectively. BAKAMLA is also difficult to become a *leading sector* in the maintenance of security and safety systems in the region of Indonesian sea waters and the area of Indonesia's jurisdiction, which reaches approximately 5.8 million km² with the country's geographical condition Archipelago consisting of 17,054 identified islands.

RESULT AND DISCUSSION

New concept gained from the effectiveness of BAKAMLA in carrying out the function of law enforcement in the Indonesian sea water area and the jurisdiction of Indonesia is a new concept about the management of Indonesian marine security infrastructure. Indonesia Marine Security Infrastructure Management is the governance system of patrol vessel and supporting facilities held

by the Marine Security Agency to optimize the implementation of early warning functions; Security and rescue operations; Search and relief operations in Indonesia's sea waters and Indonesian jurisdiction areas including: (1) planning dimensions; (2) Procurement dimension; (3) Usage and utilization dimensions; (4) Maintenance and repair; (5) Deletion and derailment dimensions.

Planning

Planning patrol boats and supporting facilities include: (1) inventory and analysis of ownership and needs; (2) planning needs; and (3) planning procurement and budgeting activities. The three stages of planning are the following:

1. Stages of inventory and analysis of ownership and needs

Inventory and Ownership analysis: an inventory and analysis of proprietary patrol vessels and support facilities is conducted professionally by involving experts to identify and study the condition of patrol boats and supporting facilities Owned by BAKAMLA and make records and documents on the ownership and analysis of the holdings of patrol vessels and supporting facilities. Inventory and analysis of ownership of shipyards and supporting facilities is conducted by making note of (1) name and type of vessel; (2) origin and Status of ship ownership; (3) Vessel capacity and function; (4) Vessel Machine Unit; (5) Marine engine brands; and (6) The percentage of eligibility and the ship's feasibility condition; and notes on supporting facilities for each of the names and types of vessels. Based on the results of inventory and analysis of ownership of Patrol and supporting facilities owned by BAKAMLA then compiled register of patrol vessel and supporting facilities

BAKAMLA. Further analysis of patrol vessel needs.

The need to analyze ship patrol: Based on the results of the inventory activity and the analysis of ship ownership and supporting facilities then held analysis of the needs of patrol vessels and supporting facilities. Analysis of the needs of patrol vessel and supporting facilities is done professionally by involving experts to compile a list of the needs of patrol vessels and supporting facilities that ensure the implementation of the task and function of BAKAMLA effectively. In addressing, addressing and anticipating the situation, condition and dynamics of marine environments throughout the maritime zones already mapped by BAKAMLA. The situation, condition and dynamics of the marine environment in question are analyzed according to analysis of Indonesia's ocean waves, physiography and morphology of Indonesian sea. After that, analysis of the needs of patrol boats and supporting facilities is done by selecting a specific patrol method that is suitable for each maritime zone. The patrol pattern is used under special circumstances. Some patterns are suitable for small and limited areas, while others are more suitable for larger areas. Here are some types of *Patrol Pattern* commonly used by the *Coast Guard*. According to the final report on Master Plan for ship patrol for the safeguarding of jurisdiction and the Indonesian sea water (Bakamla, 2018), here are some patrolling patterns:

Expanding Square: Patrol boat to the point on the patrol area that has the best condition to start the patrol. This point will be a datum (midpoint) patrol area. Datum should be characterized by *buoy*, *life ring*, *strobe light*, etc. The first patrol starts from datum and then sails towards the *drift* side for one *track space* (S). If the drift is not

there, then the first path to go will head north, with an angle of 0° , for the second track 90° , the third line 180° , and so on. All changes in the path form a 90° angle towards the right. The length of the search path will increase by one *track space* (S) along with the path change. The second patrol starts the same way, but by rotating the search path pattern to the right of 45° . This patrol method is well used when: (1) The patrol Area is not too broad; (2) The location of the patrol area is known within a relatively close boundary; (3) The patrol is needed to be concentrated in the area.

Track line, Single Unit, Return (TSR): Patrol boats look for the $1/2$ track path (S) towards the intended path from the starting point to the destination point and end on the other side of the starting point of $1/2$ (S). This patrol method is well used when: (1) The route to be passed is known; and (2) the patrol Area is quite large.

Creeping line pattern: The *creeping line* search pattern is similar to a parallel pattern. The search leg parallel pattern is parallel to the main shaft, or the longer of the rectangular patrol area, while the search foot of the *creeping line* pattern is aligned with the small or short axis of the square patrol area Long. The image shows the layout of this patrol pattern. The planner uses a *creeping line* pattern When: (1) large, long, and fairly flat patrol areas; (2) Possible target location is considered to be on both sides of the search for songs in two points; (3) There is a need for emergency security at the end – end of the patrol area

Parallel: the *parallel track* (*sweep*) procedure is typically used when one or more of the following conditions exist: (1) Large, moderately flat patrol the Area; (2) only approximate target location is known; and (3) the overall coverage is desirable. The ship goes to the corner of the patrol area, sweeping areas that keep the tracks parallel. The first path is at the same

distance of one and a half (1/2) from the area Sector: This pattern can be used in close boundaries and the area to be searched is not extensive. Easy to execute, it is likely to provide greater navigational precision compared to square searches and, as the line spacing is very small near the center, it ensures a high probability of detection in the region where the target Most likely will be found. For the radius of the ship patrol patterns are usually between 2NM and 5NM and each round of 120 degrees. The length of each *accord* equals the radius (R), therefore the total *track miles* To Complete the search area is $9r$.

Patrol method for Indonesia: The suitable patrol method to keep the Indonesian sea is the *creeping line* method, because it can be used in large waters. *Creeping line* patrol grooves that follow the sea from side to side can reach the water as a whole. The *creeping line* method can also be done with *single unit* or *Multi-unit*. Based on the results of the analysis of patrol vessels and supporting facilities for each maritime zone then compiled list of needs of patrol vessels and supporting facilities. Further planning the needs of patrol vessel and supporting facilities.

2. Planning Needs

Based on the results of inventory activities and analysis of ownership and needs of vessels and supporting facilities then held planning activities need patrol vessels and support facilities. Planning of the needs of patrol boats and supporting facilities is done professionally and functionally by involving functions of functions that are functionally related and or concerned with planning the needs of the patrol vessel. Planning needs to be done professional analysis approach and functional analysis to compile a list of needs of ship patrol and supporting facilities that ensure the implementation of

the task and function of BAKAMLA effectively in addressing, Overcoming and anticipating the situation, condition and dynamics of marine environments throughout the maritime zones already mapped by BAKAMLA. The needs planning strategy is organized according to one-time planning (single use plan), standing plan and repeat plan. The requirement planning strategy is arranged in the form of Master Plan by establishing a structure, priority scale and procurement stage as well as a description of each planning item. The description of the planning is comprised of the descriptions: (1) The name and type of the vessel; (2) Vessel machine specifications; (3) Vessel capacity and function; (5) Vessel Operation area; (6); Estimated ship operation period; (7) Origin of the ship industry; (8) Ship support facilities; (9) Ship procurement policy; and (10) Ship procurement pattern.

3. Planning Procurements and Budgeting Activities

Planning of procurement and budgeting activities with the presidential regulation governing the procurement of government goods/services. The planning of procurement and budgeting activities consists of *single use plan*, *standing plan* and *Repeat plan* that are gradually formulated and continuously according to the pattern Fiscal year. Planning of procurement and budgeting activities and supporting facilities are arranged in the form of Performance plan document and budget procurement of goods (patrol vessel and supporting facilities) for each year of the budget and year of the plural budget (*Multiyear budgeting*) in accordance with the plan for the size of budget allocation and the budget realization stages for each procurement. Performance Plan and budget procurement of goods are described by showing the procurement performance

indicators and budget performance indicators. The formulation of performance plan and budget procurement of goods in accordance with the presidential regulation governing the procurement of government goods/services and pay attention to the policy and direction of leadership.

Procurement

The procurement of patrol vessel and supporting facilities is guided by the presidential regulation governing the procurement of government goods/services. The procurement of patrol vessel and supporting facilities is implemented by implementing the principles of procurement that include efficient; Effective Transparent Open Compete Fair/not discriminatory; Accountable. The parties concerned in the implementation of the procurement of patrol vessels and supporting facilities comply with the ethics of the procurement of the following Government goods/services:

1. Carry out the task in order, accompanied by a sense of responsibility to achieve the objectives, smoothness and accuracy of the achievement of goods/services procurement;
2. Working professionally and independently, as well as maintaining the confidentiality of document procurement of goods/services which by their nature should be kept confidential to prevent the occurrence of irregularities in the procurement of goods/services;
3. Do not affect each other directly or indirectly resulting in unhealthy competition;
4. Accept and be responsible for any decisions set forth in accordance with the written agreement of the Parties;

5. Avoiding and preventing the conflict of interest of the parties concerned, either directly or indirectly in the process of procurement of goods/services;
6. Avoiding and preventing the occurrence of waste and leakage of financial state in the procurement of goods/services;
7. Avoid and prevent misuse of authority and/or collusion for the purpose of personal gain, group or other parties that directly or indirectly harm the country; Dan
8. Not accepting, not offering or not promising to give or receive prizes, rewards, commissions, rebates and in any form from or to anyone known or alleged to be related to the procurement of goods/services.

The procurement of patrol vessel and supporting facilities include the following activities:

1. Drafting a selection plan for patrol vessel and supporting facilities;
2. Determination of procurement document of patrol vessel and supporting facilities;
3. Determination of nominal magnitude of the offer guarantee patrol vessel and supporting facilities;
4. Announcement of the procurement of patrol vessel and supporting facilities on BAKAMLA website and official announcement board for the community and submit to LPSE to be announced in the National procurement Portal;
5. Qualification assessment of patrol vessel and supporting facilities by prequalification or post-qualification;
6. Evaluation of administrative, technical and price of the incoming offers for the procurement of patrol vessels and supporting facilities;

7. Determination of the provider of patrol vessels and supporting facilities;
8. Drafting and signing of contracts for the procurement of patrol vessels and supporting facilities;
9. Monitoring and control of implementation of patrol vessel procurement and supporting facilities;
10. Submission of patrol vessel and supporting facilities by the provider to the user's Party;
11. Report preparation and result of the procurement of patrol vessel and supporting facilities; Dan
12. Accountability for the implementation of patrol vessel procurement activities and supporting facilities.

The procurement of patrol vessels and supporting facilities is conducted with *e-Tendering* and *e-Purchasing* According to the presidential regulation governing the procurement of goods/government services. The procurement proceeds are fully recorded in BAKAMLA asset document.

Use and Utilization

The use of patrol vessels and supporting facilities began with the submission of patrol vessels and supporting facilities from BAKAMLA leadership to the implementing unit of security and rescue operations in the designated maritime zones. The use of patrol vessels and supporting facilities is accompanied by (1) Organizing the task execution unit; (2) Submission of vessel documents and completeness of administration; (3) Operation management arrangements; and (4) command system.

Utilization of patrol vessels and supporting facilities to support safety and safety early warning systems in the Indonesian sea water regions and the jurisdiction of Indonesia; Conducting the operation of care, supervision, prevention, and enforcement of violations of the Indonesian sea water region and jurisdiction of Indonesia; Synergy and monitoring the implementation of Waterpatrol by related agencies; Providing technical and operational support to related agencies; and provision of search and relief assistance, and other utilization in accordance with the orders of superiors.

Maintenance and Repair

Maintenance of patrol vessels and supporting facilities include (1) Maintenance of the organic functions of vessels; (2) Resource maintenance; (3) Vessel maintenance and operational capacity of vessels; and (4) maintenance of the vessel support facilities components. Maintenance is carried out periodically by maintenance and repair work units of vessels and support facilities.

Repairs of patrol vessels and supporting facilities include (1) improvements in the organic functions of vessels; (2) resource repair; (3) Improvement of airworthiness and operational capacity of vessels; and (4) repair of vessel support facilities components. Maintenance is carried out periodically by maintenance and repair work units of vessels and support facilities.

Removal and Alienation

The removal of the patrol vessel and supporting facility is performed when the patrol vessel and supporting facility after the inspection and assessment are then decided it is not feasible and can not be used again to carry out duties and BAKAMLA function. The removal of patrol vessels and

supporting facilities was conducted by a team formed by the leadership of BAKAMLA and reported the elimination performance to the leadership of BAKAMLA, and subsequent deletion performance recorded in the BAKAMLA asset document.

The transfer of patrol vessels and supporting facilities is performed when the patrol boats and supporting facilities are deemed to be transferable to the other party with clear and accountable considerations. Patrol and supporting facilities were carried out by a team formed by the leadership of BAKAMLA and reported the performance of the shifting to the leadership of BAKAMLA, and subsequent shifting performance recorded in the asset document BAKAMLA. Thus, the proposition of this research is that planning, procurement, use and utilization, maintenance and repair, removal and transfer of patrol vessels and supporting facilities determines the effectiveness of the Security Agency The sea in implementing the functions of law enforcement in the Indonesian sea waters and jurisdiction of the territory of Indonesia.

CLOSING

Conclusions gained from the discussion of research results according to the effectiveness theory of the Siagian organization are the following:

First, the effectiveness of the Marine Security Agency in implementing the function of law enforcement in the sea waters of Indonesia has not been optimal, because it is only able to achieve 60 percent performance of the initial target of 70 percent; And played only 8.41 percent in the process of law enforcement in the Indonesian sea waters with a total of 27 cases. This is due to decreasing the implementation of BAKAMLA operations during the 2018 budget year which is

limited by the availability of budget. When compared with the complexity of the demands and safety challenges of Indonesia's sea water, which covers approximately 5.8 million km² with the geographical condition of the archipelago country consisting of 17,054 identified islands, Then BAKAMLA effectiveness in carrying out the function of law enforcement in the territory of the Indonesian sea waters and the territory of Indonesia's jurisdiction gradually and continuously need to be improved. Meanwhile, how the organizational and management conditions of BAKAMLA are revealed from the analysis of eight parameters of organizational effectiveness according to Siagian as follows:

From the clarity analysis of the objective to be achieved a conceptual representation that BAKAMLA is sufficient to describe the clarity of the objectives to be achieved in describing the law number 32 year 2014 about the marine and Presidential Regulation No. 2 year 2015 about the Marine Security Agency. The clarity of the objectives to be achieved is described in the Grand Design of the Republic of Indonesia Marine Security Agency year 2019-2045.

From the clarity analysis of the objective achievement strategy obtained a conceptual representation that BAKAMLA is maximal enough in describing the clarity of the objective achievement strategy implementing Law number 32 year 2014 about Marine and implementing Presidential Regulation No. 2 of 2015 on the Marine Security Agency. Clarity of this strategy is already description in the preparation of Grand Design BAKAMLA year 2019-2045.

From the Clarity analysis policy formulation obtained a conceptual representation that BAKAMLA is maximal enough in describing the clarity of the

formulation of the Organization's managerial policy in implementing Law No. 32 year 2014 and implementing the Presidential Regulation No. 2 year 2015 about the Marine Security Agency. The clarity of the formulation of the organization's managerial policies has been described in drafting the Grand Design BAKAMLA in 2019-2045.

From the analysis of the planning obtained a factual representation that BAKAMLA has been optimal enough in drafting program planning and budget to achieve strategic objectives of implementation of tasks and functions for a budget year. But the planning of the program and the budget did not exceed the budget provided by the Government. This means that the effectiveness of BAKAMLA in carrying out limited law enforcement functions according to the Government's budget allocation policy. Therefore, BAKAMLA has not been optimal in implementing Law No. 32 year 2014 about Marine.

From the analysis of the program was obtained a factual representation that managerial BAKAMLA has compiled and implemented various programs to optimize the implementation of law enforcement functions in the Indonesian sea waters and territories Jurisdiction of Indonesia. The preparation and implementation of the program referred to in the fiscal year 2018 includes the main secretariat program; Deputy field of operations and exercise; Deputy policy and strategy program; The program of Deputy information, law and cooperation. Implementation of law enforcement function by BAKAMLA is not optimal because the implementation of BAKAMLA program faced with the complexity of the problem of overlap the authority and ego sector of stakeholders.

From the analysis of the facilities and infrastructure of BAKAMLA obtained a

factual representation that to become the *leading sectors* of security and safety systems in Indonesia's sea water and the jurisdiction of Indonesia Bakamla Requires 255 units of patrol vessels consisting of: 3 aircraft carriers 110 meters; 6 patrol boats 80 meters, 122 patrol boats 48 meters, and 124 ship *Interceptor*. When compared with the number of patrol boats owned by BAKAMLA which only reach 25 patrol boats, it can be stated that BAKAMLA only has 9.80 percent of the total needs of the patrol vessels that must be owned. With the condition of such operational infrastructure BAKAMLA difficult to optimize the implementation of the function of law enforcement in the Indonesian sea water and territory jurisdiction of Indonesia effectively.

From the analysis of the facilities and infrastructure of BAKAMLA obtained a factual representation that to become the *leading sectors* of security and safety systems in Indonesia's sea water and the jurisdiction of Indonesia Bakamla Requires 255 units of patrol vessels consisting of: 3 aircraft carriers 110 meters; 6 patrol boats 80 meters, 122 patrol boats 48 meters, and 124 ship *Interceptor*. When compared with the number of patrol boats owned by BAKAMLA which only reach 25 patrol boats, it can be stated that BAKAMLA only has 9.80 percent of the total needs of the patrol vessels that must be owned. With the condition of such operational infrastructure BAKAMLA difficult to optimize the implementation of the function of law enforcement in the Indonesian sea water and territory jurisdiction of Indonesia effectively.

From the analysis of effective and efficient implementation of a factual representation that the implementation of various policies, programs and operational activities BAKAMLA not only faced with resource limitations but BAKAMLA also

faced with It is difficult to become a *leading sector* in the implementation of security and safety systems in the Indonesian sea water area and jurisdiction of Indonesia. One of the most prominent components of resource limitations and effect on its effectiveness and efficiency is that BAKAMLA only has 9.80 percent of the total needs of patrol vessels to perform security and rescue operations throughout the A maritime zone that reaches 255 patrol vessels consisting of various types and operating capacities.

From the analysis of surveillance systems and control obtained a factual representation that in the internal sphere of BAKAMLA implementation of supervision and control functions performed by the Inspectorate. But the implementation of the inspectorate function is not yet effective because in the year budget 2016 and 2017 BAKAMLA get the *Disclaimer* assessment from the audit board of Finance. In the external sphere of BAKAMLA, monitoring and controlling performance of illegal activities in the Indonesian sea water regions and the jurisdiction of Indonesia conducted by BAKAMLA is not optimal, due to the extent of territorial waters, geographical conditions, Facilities and infrastructures are very limited and BAKAMLA lags in terms of application of information technology when compared with neighboring countries such as Singapore.

Secondly, the new concept gained from the effectiveness OF BAKAMLA in carrying out the function of law enforcement in the Indonesian sea water area and the jurisdiction of Indonesia is a new concept of marine safety infrastructure management Indonesia by definition: the management of Indonesian marine security infrastructure is a governance system of patrol vessel and supporting facilities held by the Marine Security Agency to optimize the implementation of early warning

functions; Security and rescue operations; Search and relief operations in the Indonesian sea waters and jurisdiction of the territory of Indonesia which includes planning, procurement, use and utilization, maintenance and repair, removal and alienation. The definition includes five dimensions of Indonesian marine Security Infrastructure Management: (1) planning dimensions; (2) Procurement dimension; (3) Usage and utilization dimensions; (4) Maintenance and repair; (5) Deletion and derailment dimensions.

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